PALMDALE WATER DISTRICT

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July 12, 2012

Agenda for a Meeting
of the Personnel Committee of the Palmdale Water District
Committee Members: Kathy Mac Laren-Chair, Gloria Dizmang
to be held at the District's office at 2029 East Avenue Q, Palmdale

Wednesday, July 18, 2012

6:30 p.m.

NOTE: To comply with the Americans with Disabilities Act, to participate in any Board meeting please contact Dawn Deans at 661-947-4111 x103 at least 48 hours prior to a Board meeting to inform us of your needs and to determine if accommodation is feasible.

Agenda item materials, as well as materials related to agenda items submitted after distribution of the agenda packets, are available for public review at the District's office located at 2029 East Avenue Q, Palmdale. Please call Dawn Deans at 661-947-4111 x103 for public review of materials.

PUBLIC COMMENT GUIDELINES: The prescribed time limit per speaker is three-minutes. Please refrain from public displays or outbursts such as unsolicited applause, comments, or cheering. Any disruptive activities that substantially interfere with the ability of the District to carry out its meeting will not be permitted and offenders will be requested to leave the meeting.

Each item on the agenda shall be deemed to include any appropriate motion, resolution, or ordinance to take action on any item.

1) Roll call.

2) Adoption of agenda.

3) Public comments.

4) Action Items: (The public shall have an opportunity to comment on any action item as each item is considered by the Committee prior to action being taken.)

   4.1) Consideration and possible action on approval of minutes of meeting held June 20, 2012.

4.2) Presentation on Engineering Department operations and staffing. (Engineering Manager Knudson)

4.3) Discussion and possible action on Human Resources Manager position. (Chair Mac Laren)

4.4) Discussion and possible action on conducting a manpower or workforce planning study. (Chair Mac Laren)

5) Information items.

5.1) Update on changing the District's medical coverage from the Association of California Water Agencies/Health Benefits Authority (ACWA/HBA) plans to the CalPERS medical plan. (Human Resources Manager Burns)

5.2) Update on CalPERS Two-Year Service Credit Retirement Program. (General Manager LaMoreaux)

5.3) Update on employee benefit cost savings measures. (Human Resources Manager Burns)

5.3.1) Dual Medical Coverage.

5.3.2) Vacation/Personal Day Purchase Program.

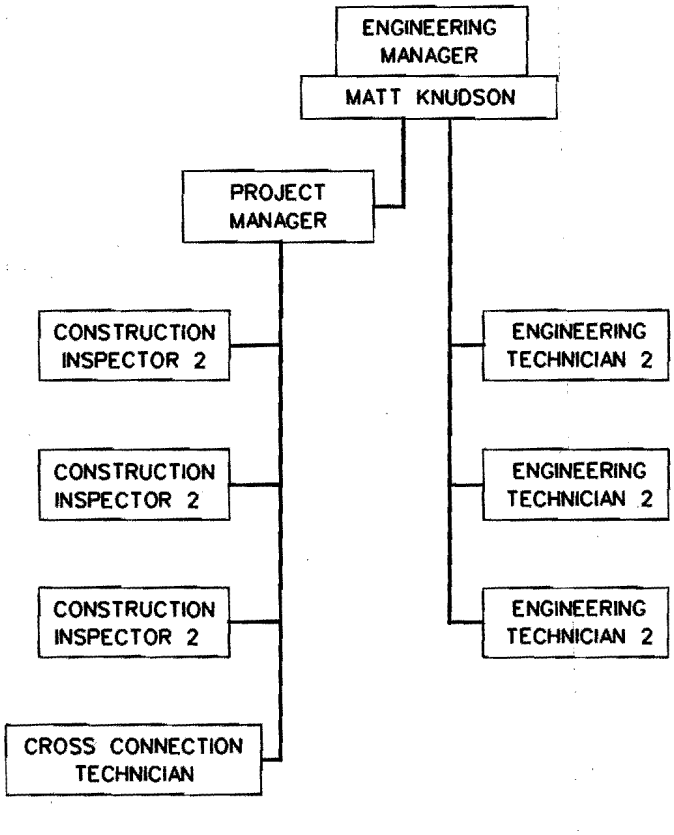
6) Board members' requests for future agenda items.

7) Adjournment.

DENNIS D. LaMOREAUX,
General Manager

DDL/dd

PALMDALE WATER DISTRICT
ENGINEERING DEPT.



M.W. 7/10/12

ENGINEERING MANAGER

FLSA Status: Exempt

DEFINITION

To plan, organize, direct and review the activities and operations of the Engineering Department including design and construction of water treatment, conveyance/distribution systems and related facilities, technical engineering support, project coordination, construction inspection, and engineering records; to coordinate assigned activities with other departments and outside agencies; and to provide highly responsible and complex administrative support to the General Manager/CEO and Assistant General Manager/COO.

SUPERVISION RECEIVED AND EXERCISED

Receives administrative direction from the General Manager/CEO and Assistant General Manager/COO.

Exercises direct supervision over assigned supervisory and technical staff.

EXAMPLES OF ESSENTIAL DUTIES - Duties may include, but are not limited to, the following:

Develop, plan and implement department goals and objectives; recommend and administer policies and procedures.

Coordinate department activities with those of other departments and outside agencies and organizations; provide staff assistance to the Board of Directors, General Manager/CEO, and Assistant General Manager/COO; prepare and present staff reports and other necessary correspondence.

Direct, oversee and participate in the development of the department's work plan; assign work activities, projects and programs; monitor work flow; review and evaluate work products, methods and procedures.

Supervise and participate in the development and administration of the Engineering Department budget; direct the forecast of additional funds needed for staffing, equipment, materials, supplies, and services; monitor and approve expenditures; implement mid-year adjustments.

Select, train, motivate and evaluate personnel; provide or coordinate staff training; conduct performance evaluations; implement discipline procedures; maintain discipline and high standards necessary for the efficient and professional operation of the department.

Provide oversight and review of technical reports, designs and approval/acceptance; assess design plans and specifications relative to District infrastructure.

Research and prepare highly complex engineering technical and administrative reports and studies.
Negotiate and oversee administration of contracts with engineering consultants and construction contractors.

Represent the department to outside groups and organizations; participate in outside community and professional groups and committees; provide technical assistance as necessary.

Research and prepare technical and administrative reports and studies; prepare written correspondence as necessary.

Build and maintain positive working relationships with co-workers, other District employees and the public using principles of good customer service.

Perform related duties as assigned.

MINIMUM QUALIFICATIONS

Knowledge of:

Principles and practices of water utility operations and related facilities.

Principles and practices of civil engineering as applied to the planning, design, construction, installation, and inspection of a variety of water utility facilities.

Principles and practices of leadership, motivation, team building and conflict resolution.

Pertinent local, State and Federal laws, rules and regulations.

Organizational and management practices as applied to the analysis and evaluation of programs.

Principles and practices of organization, administration and personnel management.

Principles and practices of budget preparation and administration.

Ability to:

Plan, direct and control the administration and operations of the Engineering Department.

On a continuous basis, analyze budget and technical reports; interpret and evaluate staff reports and related documents; know and interpret laws, regulations, codes and procedures; observe performance and evaluate staff; problem solve department related issues; and explain and interpret policy.

On a continuous basis, sit at desk and in meetings for long periods of time; intermittently walk and stand while visiting field sites; twist to reach equipment surrounding desk; perform simple grasping and fine manipulation; use telephone; write or use a keyboard to communicate through written means; and lift or carry weight of 20 pounds or less.

Prepare and administer department budgets.

Develop and implement department policies and procedures.

Supervise, train and evaluate assigned personnel.

Gain cooperation through discussion and persuasion.

Analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals.

Interpret and apply District and department policies, procedures, rules and regulations.

May occasionally perform field site visits.

Communicate clearly and concisely, both orally and in writing.

Establish and maintain effective working relationships with those contacted in the course of work.

Experience and Training

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Seven years of increasingly responsible experience in engineering management related to water utility operations including three years of administrative and management responsibility.

Training:

Equivalent to a Bachelor's degree from an accredited college or university with major course work in civil engineering or a related field.

License and Certificate

Possession of, or ability to obtain, a valid California Driver's License.

Possession of a certificate of registration as a Professional Engineer in the State of California.

Possession of a Water Distribution Operator Grade 3 Certificate and a Water Treatment Operator Grade 2 Certificate as issued by the State of California Department of Public Health is highly desired.

Approved: 12/16/2009

PROJECT MANAGER

FLSA Status: Exempt

DEFINITION

To plan, organize, direct and supervise engineering construction inspection operations and to oversee engineering support and project management activities within the Engineering Department; and to perform a variety of technical tasks relative to assigned area of responsibility.

SUPERVISION RECEIVED AND EXERCISED

Receives general direction from the Engineering Manager.

Exercises direct supervision over assigned technical staff.

EXAMPLES OF ESSENTIAL DUTIES - Duties may include, but are not limited to, the following:

Recommend and assist in the implementation of goals and objectives; establish schedules and methods for engineering construction inspection and engineering support and project management activities; implement policies and procedures.

Plan, prioritize, assign, supervise and review the work of staff involved in engineering construction inspection; oversee engineering design support and provide related project management.

Evaluate operations and activities of assigned responsibilities; recommend improvements and modifications; prepare various reports on operations and activities.

Participate in budget preparation and administration; prepare cost estimates for budget recommendations; submit justifications for staff, supplies, equipment, and services; monitor and control expenditure.

Participate in the selection of staff; provide or coordinate staff training; work with employees to correct deficiencies; implement discipline procedures.

Oversee in-take and processing of designs, plans, and specifications for construction development of District structures, pipelines, and related facilities; review revisions and evaluate field construction inspection operations and decisions.

Serve as project manager for District capital improvements; review the processing of plan check and permitting work including environmental regulatory considerations; attend pre-construction meetings; approve progress payments, change orders; and ensure compliance with insurance requirements.

Ensure compliance with and understanding of intent of design and engineering processes.

Authorize notices to proceed and issue notices of completion; authorize progress and final payments.

Oversee scheduling and completion of field inspections related to major construction projects.

Answer questions and provide information to the public; investigate complaints and recommend corrective action as necessary to resolve complaints.

Build and maintain positive working relationships with co-workers, other District employees and the public using principles of good customer service.

Perform related duties as assigned.

MINIMUM QUALIFICATIONS

Knowledge of:

Principles and practices of public works engineering construction.

Methods of preparing designs, plans, specifications, estimates, and reports related to water conveyance and distribution systems.

Methods, materials, and techniques used in the construction and design processing of public works engineering projects.

Principles and practices of supervision, training and performance evaluations.

Principles and practices of budget monitoring.

Principles and practices of safety management.

Pertinent local, State and Federal laws, ordinances and rules, including State and Federal environmental rules and regulations.

Ability to:

Organize, implement and direct engineering construction inspection operations and provide project management to technical design activities.

On a continuous basis, know and understand all aspects of the job; intermittently analyze work papers, reports and special projects; identify and interpret technical and numerical information; observe and problem solve operational and technical policy and procedures.

On a continuous basis, sit at desk for long periods of time; intermittently walk, bend, or twist while in the field; intermittently twist to reach equipment surrounding desk; perform simple grasping and fine manipulation; use telephone, write or use a keyboard to communicate through written means; and lift or carry weight up to 25 pounds.

Interpret and explain pertinent construction inspection and engineering processing and department policies and procedures.

Assist in the development and monitoring of an assigned program budget.

Develop and recommend policies and procedures related to assigned operations.

Supervise, train and evaluate assigned staff.

Communicate clearly and concisely, both orally and in writing.

Establish and maintain effective working relationships with those contacted in the course of work.

Experience and Training

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Three years of increasingly responsible experience in public works facilities design and construction; including one year providing technical and functional supervision over assigned personnel.

Training:

Equivalent to the completion of the twelfth grade supplemented by college course work in civil engineering, construction management or a related field.

License and Certificate

Possession of, or ability to obtain, a valid California Driver's License.

Possession of a certificate of registration as a Professional Engineer in the State of California is highly desired.

Approved: 12/16/2009

CONSTRUCTION INSPECTOR 1
CONSTRUCTION INSPECTOR 2

FLSA Status: Non-Exempt

DEFINITION

To perform technical duties in the field inspection of a variety of water distribution facility construction work performed by the District and outside contractors; to monitor and ensure compliance with work standards and required specifications; and to approve field projects.

DISTINGUISHING CHARACTERISTICS

Construction Inspector 1 - This is the entry level class in the Construction Inspector series. Positions in this class typically have little or no directly related work experience and work under immediate supervision while learning job tasks. The Construction Inspector 1 class is distinguished from the 2 level by the performance of less than the full range of duties assigned to the 2 level. Incumbents work under immediate supervision while learning job tasks, progressing to general supervision as procedures and processes of assigned area of responsibility are learned.

Construction Inspector 2 - This is the journey level class in the Construction Inspector series and is distinguished from the 1 level by the assignment of the full range of duties. Employees at this level receive only occasional instruction or assistance as new, unusual or unique situations arise and are fully aware of the operating procedures and policies within the work unit. Positions in this class are flexibly staffed and are normally filled by advancement from the 1 level.

SUPERVISION RECEIVED AND EXERCISED

Construction Inspector 1

Receives immediate supervision from the Project Manager or Engineering Manager; may receive technical and/or functional supervision from a Construction Inspector 2.

Construction Inspector 2

Receives general supervision from the Project Manager or Engineering Manager.

EXAMPLES OF ESSENTIAL DUTIES - Duties may include, but are not limited to, the following:

Perform field inspection of in-house and contractor construction work related to water mains/pipelines and other water source and distribution facilities, and water service applicant agreements; approve finished construction of field work according to applicable standards and specifications.
Review and interpret plans and specifications for compliance with standards and requirements; note errors and deviations; consult with engineering staff as needed; ensure compliance of construction materials, methods, equipment and quality of work in accordance with standards.

Attend pre-construction meetings with in-house staff, outside contractors, other utilities or agencies, or interested parties; determine that required permits have been obtained and fees paid prior to start of construction; identify materials or methods that deviate from submitted specifications and drawings, and recommend changes.

Inspect materials delivered at job site to ensure compliance with pre-construction approvals; review construction methods used on site; take samples of fluids, sand, aggregate, soils, concrete, and other materials for field or laboratory testing to ensure compliance with project specifications and standards.

Make field changes to specifications on-site as necessary and within scope of responsibility; refer problems regarding water flow/pipeline configuration, pressure changes, or fire flow to engineering staff and/or fire district, as appropriate.

Monitor work site for compliance with health and/or safety regulations and standards; shut down construction site if necessary, ensuring shut down is conducted according to proper procedure.

Prepare and maintain project records related to construction and inspection work, including progress payments, final payments, and contractor claims; maintain and forward as-built drawings to engineering staff; and prepare and submit periodic reports related to progress and/or completion related to construction projects.

Respond as needed to customer concerns in the field or refer as appropriate, to other District staff.

Build and maintain positive working relationships with co-workers, other District employees and the public using principles of good customer service.

Perform related duties as assigned.

MINIMUM QUALIFICATIONS

Construction Inspector 1

Knowledge of:

Methods and practices of construction inspection.

Construction workplace safety practices and procedures.

Basic operations of a water distribution system.

Use of personal computers to prepare reports, compile data, and communicate electronically.

Ability to:

Perform technical field inspection of water distribution facilities construction work.

On a continuous basis, analyze operations of construction projects in the field; identify underground service alert; interpret maps and reports; know how to perform underground work and other construction; and observe safety precautions.

Intermittently, sit while driving in vehicle or preparing reports; walk around job sites; kneel and bend while reviewing infrastructure; climb in and out of trenches; perform simple and power grasping, pushing, pulling, and fine manipulation; and lift or carry weight up to 50 pounds.

Learn pertinent Federal, State, local and District policies, rules, and regulations related to construction inspection duties.

Learn methods of construction contract monitoring and related record-keeping.

Inspect construction projects and identify problems related to methods and materials used.

Read and interpret project designs, plans, and construction specifications.

Recognize health and safety problems related to construction projects.

Work outside under a variety of climatic and geographic conditions.
Prepare and maintain complete records and logs of inspection activities.

Communicate clearly and concisely, both orally and in writing.

Establish and maintain effective working relationships with those contacted in the course of work.

Experience and Training

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

One year of responsible experience performing field construction inspection duties.

Training:

Equivalent to the completion of the twelfth grade.

License and Certificate

Possession of, or ability to obtain, a valid California Driver's License.

Possession of, or ability to obtain, a Distribution Operator Grade 1 Certificate as issued by the State of California Department of Public Health.

Possession of a Distribution Operator Grade 2 Certificate as issued by the State of California Department of Public Health is desired.

Possession of a Water Treatment Operator Grade 2 Certificate as issued by the State of California Department of Public Health is desired.

Construction Inspector 2

In addition to the qualifications for the Construction Inspector 1:

Knowledge of:

Advanced methods and practices of mechanical installation, including process piping, pumps, valves, and related appurtenances.

Operations of a water distribution system.

Principles and practices of construction contract administration.

Ability to:

Independently perform field construction inspection duties related to a water distribution system.

Experience and Training

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Two years of responsible journey experience performing duties similar to a Construction Inspector 1 with the Palmdale Water District.

Training:

Equivalent to the completion of the twelfth grade, supplemented by college level course in engineering, construction management or a related field.

License and Certificate

Possession of, or ability to obtain, a valid California Driver's License.

Possession of a Distribution Operator Grade 2 Certificate as issued by the State of California Department of Public Health.

Possession of a Water Treatment Operator Grade 2 Certificate as issued by the State of California Department of Public Health is desired.

Approved: 12/16/2009

PALMDALE WATER DISTRICT

CROSS CONNECTION TECHNICIAN

FLSA Status: Non-Exempt

DEFINITION

To perform a variety of technical duties related to the District's cross connection control program; to set up and maintain related accounts, reporting methods, and records; and to perform field inspections and testing.

SUPERVISION RECEIVED AND EXERCISED

Receives general supervision from the Water Quality Supervisor.

EXAMPLES OF ESSENTIAL DUTIES - Duties may include, but are not limited to, the following:

Review water service applications to identify actual or potential cross connections; notify applicants regarding field testing requirements and perform follow up as necessary to ensure testing has occurred; review, and record test data.

Prepare and issue notices to customers, including monthly backflow prevention device test notices, notices of delinquency for failure to test backflow prevention devices, and water shut off for failure to test devices; grant extensions as appropriate; monitor, log, and file test reports.

Inspect new installations and record methods of backflow prevention used at specified locations; perform field investigations regarding discrepancies/inconsistencies on existing backflow prevention devices; test backflow prevention devices as necessary.

Ensure compliance with regulatory/required annual testing of backflow assemblies; set up schedules for testing and maintain related records and databases.

Conduct periodic water use surveys of residential, commercial, irrigation, industrial, multi-residential properties or accounts; identify cross connection and/or backflow issues that may impact the safety of the public water supply.

Work closely with other local and state agencies to ensure protection and safety of the District's water supply.

Respond to questions from the public, contractors, developers, consultants, and other interested parties regarding District rules and regulations related to cross connection control and backflow prevention.

Build and maintain positive working relationships with co-workers, other District employees and the public using principles of good customer service.
Perform related duties as assigned.

MINIMUM QUALIFICATIONS

Knowledge of:

Principles and practices of operation of hydraulic and mechanical systems used in water distribution systems.

Materials and equipment used in water service installation, maintenance, and repair, especially as related to cross connection control and use of backflow prevention devices.

Pertinent local, State, and Federal laws, ordinances and rules regarding protection of the public water supply.

Principles and practices of manual and computerized recordkeeping.

Computer software used in word processing, spreadsheet, and database applications.

Basic mathematical calculations.

English usage, spelling, punctuation, and grammar.

Principles and practices of good customer service.

Ability to:

Perform a variety of technical duties related to the District's cross connection control program.

On a continuous basis, know and understand all aspects of the job; intermittently analyze work papers, reports and special projects; research, identify and interpret technical information; observe and problem solve operational and technical policy and procedure; and explain regulations and procedures to others.

On a continuous basis, sit at desk for long periods of time; intermittently stand at counter; walk, bend, twist, squat, and kneel while performing field work; twist to reach office equipment surrounding desk; perform simple and power grasping, pushing, pulling and fine manipulation; use telephone and write or use a keyboard to communicate through written means; and lift or carry weight up to 25 pounds.

Analyze results of backflow device field testing and take appropriate action.

Read and interpret technical drawings and specifications; make basic mathematical calculations.

Know, understand, and apply local, State, and Federal laws and regulations related to protection of the public water supply.

Prepare business correspondence including customer service notifications related to the cross connection control program.

Communicate clearly and concisely, both orally and in writing.

Establish and maintain effective working relationships with those contacted in the course of work.

Experience and Training

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Two years of responsible water utility construction or maintenance work including adjustment of mechanical control devices.

Training:

Equivalent to completion of the twelfth grade supplemented by specialized training in water treatment, waster distribution, meter testing and/or cross connection control or a related field.

License and Certificate

Possession of, or ability to obtain, a valid California Driver's License.

Possession of certification as a Cross-Connection Control Specialist as issued by the American Water Works Association.

Possession of a Distribution Operator Grade 2 Certificate as issued by the State of California Department of Public Health is desired.

Approved: 12/16/2009

ENGINEERING TECHNICIAN 1
ENGINEEERING TECHNICIAN 2

FLSA Status: Non-Exempt

DEFINITION

To perform technical engineering support duties in drafting/design, plan check review, mapping, engineering recordkeeping, and customer service inquiries related to the District's water distribution system and facilities improvement projects.

DISTINGUISHING CHARACTERISTICS

Engineering Technician 1 - This is the entry level class in the Engineering Technician series. Positions in this class typically have little or no directly related work experience and work under immediate supervision while learning job tasks. The Engineering Technician 1 class is distinguished from the 2 level by the performance of less than the full range of duties assigned to the 2 level. Incumbents work under immediate supervision while learning job tasks, progressing to general supervision as procedures and processes of assigned area of responsibility are learned.

Engineering Technician 2 - This is the journey level class in the Engineering Technician series and is distinguished from the 1 level by the assignment of the full range of duties. Employees at this level receive only occasional instruction or assistance as new, unusual or unique situations arise and are fully aware of the operating procedures and policies within the work unit. Positions in this class are flexibly staffed and are normally filled by advancement from the 1 level.

This class is distinguished from the Senior Engineering Technician in that the latter is an advanced journey level class responsible for highly complex technical engineering support duties and may provide technical and functional supervision over assigned staff.

SUPERVISION RECEIVED AND EXERCISED

Engineering Technician 1

Receives immediate supervision from the Engineering Manager; may receive technical and functional supervision from the Senior Engineer, Associate Engineer or Project Manager.

Engineering Technician 2

Receives general supervision from the Engineering Manager; may receive technical and functional supervision from the Senior Engineer, Associate Engineer or Project Manager.

EXAMPLES OF ESSENTIAL DUTIES - Duties may include, but are not limited to, the following:

Prepare and review technical designs, maps, drawings, visual aids, and graphic presentation materials related to District facilities projects; use manual or computerized methods to develop or revise engineering drawings during design and construction phases.

Perform technical design review including conceptual and detailed design review according to District standards and polices; issue rejection or will-serve notifications.

Using a variety of technical engineering software including computer aided design/drafting (CADD), produce and maintain maps via geographic information systems (GIS); maintain and make adjustments to the District's distribution system hydraulic model.

Maintain mapping and recording of the District's conveyance and distribution systems and related water facilities; identify and report problems with new and/or existing pipeline maintenance and construction.

Establish, maintain, and close out project files, including tract, commercial, single parcel and specification files according to District engineering standards; ensure compliance with project documentation requirements; prepare and maintain as-built drawings.

Provide database management of maps and records; add new layers, edit documents or make corrections as needed to document project and engineering/construction history and maintain District mapping records in an up-to-date status.

Create and run queries and prepare format output for various routine and special reports required by District departments; update programs and systems with patches and service pack releases provided by outsourced vendors.

Respond at the public counter, by telephone electronic mail, or regular correspondence to inquiries from the general public, contractors, developers, land-owners, consultants, and other agencies or utilities regarding availability of and requirements for water service and fire flow.

Work with consultants and private engineers relative to the design of water project facilities; prepare estimates for connection fees and construction meter installation; prepare a variety of technical and narrative reports.

Conduct field site investigations; verify conditions, measurements, and conformity to specifications; locate public utility lines and confirm adequate fire flow pressures; perform survey work and prepare field sketches and notes.

Assist in the design and preparation of plans for new or expanded District buildings; prepare plan specifications or modifications and ensure compliance with building and design codes and regulations.

Build and maintain positive working relationships with co-workers, other District employees and the public using principles of good customer service.

Perform related duties as assigned.

MINIMUM QUALIFICATIONS

Engineering Technician 1

Knowledge of:

Basic manual and computerized practices and methods used in civil engineering drafting, design, and mapping including CADD and GIS.

Principles of algebra, geometry, and trigonometry.

Basic surveying practices and related equipment.

Principles and practices of recordkeeping.

Computer software used in word processing, spreadsheet, and database applications.

English usage, spelling, punctuation, and grammar.

Principles and practices of good customer service.

Ability to:

Perform technical engineering support duties in the design, construction, and maintenance of the District's water distribution system and facilities improvement projects.

On a continuous basis, know and understand all aspects of the job; intermittently analyze work papers, reports and special projects; research, identify and interpret technical and numerical information, including engineering calculations; observe and problem solve operational and technical policy and procedure; and explain regulations and procedures to others.

On a continuous basis, sit at desk for long periods of time; intermittently stand at counter; walk, bend, twist, squat, and kneel while performing field work; twist to reach office equipment surrounding desk; perform simple and power grasping, pushing, pulling and fine manipulation; use telephone and write or use a

keyboard to communicate through written means; and lift or carry weight up to 25 pounds.

Perform mathematical calculations with speed and accuracy.
Use a variety of computer software to draft and design engineering plans, maps; charts, spreadsheets, and other related documents; maintain databases and records.

Maintain and update a variety of electronic and hardcopy files.

Learn District policies and procedures and engineering standards.

Learn principles and practices of property research, including boundary determination and land title examination.

Work outside under a variety of climatic and geographic conditions.

Communicate clearly and concisely, both orally and in writing.

Establish and maintain effective working relationships with those contacted in the course of work.

Experience and Training

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

No experience is required.

Training:

Equivalent to an Associate's degree from an accredited college with major course work in civil engineering, mathematics, database management or a related field.

License and Certificate

Possession of, or ability to obtain, a valid California Driver's License.

Possession of a Distribution Operator Grade 2 Certificate as issued by the State of California Department of Public Health is desired.

Engineering Technician 2

In addition to the qualifications for the Engineering Technician 1:

Knowledge of:

Advanced engineering computer software applications such as CADD and GIS used in the design and monitoring of civil engineering construction and maintenance projects.

Property research and real property legal descriptions.

District policies and procedures, engineering standards, and pertinent local, State, and Federal laws, ordinances and rules.

Principles and practices of technical report writing and data presentation.

Ability to:

Independently perform technical engineering support duties in the design, construction, and maintenance of the District's water distribution system and facilities improvement projects.

Experience and Training

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Two years of responsible journey experience performing duties similar to an Engineering Technician 1 with the Palmdale Water District.

Training:

Equivalent to an Associate's degree from an accredited college with major course work in civil engineering, mathematics, database management or a related field.

License and Certificate

Possession of, or ability to obtain, a valid California Driver's License.

Possession of a Distribution Operator Grade 2 Certificate as issued by the State of California Department of Public Health is desired.

Approved: 12/16/2009

P A L M D A L E
W A T E R D I S T R I C T

PERSONNEL COMMITTEE MEMORANDUM

DATE: July 10, 2012 **July 18, 2012**

TO: PERSONNEL COMMITTEE **Committee Meeting**

VIA: Mr. Dennis LaMoreaux, General Manager

FROM: Mrs. Jeannie Burns, Human Resources Manager

RE: ***AGENDA ITEM NO. 4.4 - DISCUSSION AND POSSIBLE ACTION ON CONDUCTING A MANPOWER OR WORKFORCE PLANNING STUDY***

Workforce planning is the process of ensuring that an organization can achieve its mission by having the right people with the right skills in the right places at the right times.

A Workforce Plan is a staffing plan that describes what an organization is going to do over the next planning period. Specifically, the Workforce Plan allows an organization to identify staffing changes and presents these changes in a way that effectively communicates the organization's staffing strategy.

"Workforce Plan" defined:

Effective workforce planning is a process that exposes talent deficiencies and needs, identifies recruiting issues, and clarifies organizational and employee development priorities. Another important aspect of proper workforce planning is that the information gleaned can be used to allot precious resources (time and money).

Workforce planning is more relevant today, with the shortage of knowledge workers, so that we can ensure District staffing levels are strategically aligned with the District's business priorities. A Workforce Plan will effectively communicate an organization's staffing strategies.

Operationally, workforce planning is a systematic process for identifying the human capital required to meet organizational goals and developing the strategies to meet these requirements.[1] Workforce planning also includes the logical next step – identifying how to eliminate these talent gaps and develop the competencies needed for success.

Baby Boomers and Public-Sector Workforce Planning:

According to CPS, "the crisis of retiring "baby boomers" will hit government first because public sector workers are, on average, older than private sector workers. Plus, most public servants can retire earlier than their private sector colleagues. It is anticipated that over one million baby boomer human service workers will be eligible for retirement. But the workforce challenge is not simply about the overall worker shortage. Many of the baby boomer retirees will be the public sector's most experienced and talented leaders. As these people leave the workforce, agencies will need to retain and transfer their knowledge. To succeed, public sector agencies must build their leadership pipelines now.

PERSONNEL COMMITTEE
PALMDALE WATER DISTRICT
VIA: Mr. Dennis LaMoreaux, General Manager July 10, 2012

Workforce planning is more critical than ever today to prepare agencies for the workforce crisis that is being created by profound demographic shifts. At the macro level, for example, there are more than 80 million baby boomers in the United States today accounting for almost 28 percent of our nation's population. As these boomers begin to retire in large numbers, the entire nation will face a workforce crisis because there are only 40 million in the population to replace the baby boomers.

Moreover, as the nation's population and workforce increasingly diversify, agencies will need to adapt their cultures, management and human resources approaches to this diversity. The agencies that do this in a carefully planned way will succeed in attracting and retaining talent. Those that don't evolve face the very real risk of failing to achieve their mission and their potential.

It's important to keep in mind that workforce planning is not a one-time event; it's about developing competencies to address workforce issues over time. Agencies that commit to the development of a workforce plan will gain a thorough understanding of their current workforce and will identify the competencies that will move the agency forward. Workforce planning puts the agency "one step ahead" resulting in informed staffing decisions that benefit the agency in both the short term and long term. More importantly, it helps recognize the most effective and efficient use of employees in creating a workforce that is, and will continue to be, flexible and responsive.

Five steps to successful workforce planning:

- **Strategy (Step 1)**:
  Example: We will integrate workforce planning fully into the District's overall strategic planning process.
- **Data Collection (Step 2)**:
  Example: We will project staffing needs for key positions for the next three years.
- **Data Analysis (Step 3)**:
  Example: We will identify new job competencies to meet our organizational goals.
- **Gap-Closing Strategy (Step 4)**:
  Example: We will reduce staff turnover within one year of completing implementation of our workforce plan.
- **Gap-Closing Strategy (Step 5)**:
  Example: We will improve job fit among workers – we will train existing staff and hire new staff whose skills are better aligned with the work they actually do.

This represents a synopsis of a workforce planning study. Included with this memorandum is a draft document of a Workforce Plan for the years 2012-2013. This Plan can be significantly expanded but will give an idea of the process.

Supporting Documents:

- Draft PWD Workforce Plan 2012-2013

[1]CPS Human Resource Services. 2006. Workforce Planning Overview.
See also: *CPS Human Resource Services. 2005.* Building the Leadership Pipeline in Local, State and Federal Government.

DRAFT

Palmdale Water District

2012 PWD Workforce Plan 2012-2013

Part I: Overview

The Mission of the Palmdale Water District is to provide high quality water to our current and future customers at a reasonable cost. The Vision statement of the District is that PWD will strive for excellence in providing high quality, reasonably priced water in the Antelope Valley by participating in local and regional water issues as a strong advocate for our customers, public education, asset management, water conservation, planning and securing additional water supplies, continuing our commitment to operate efficiently with the help of emerging technologies, challenging, motivating and rewarding our employees and offering premium customer service in all we do.

In the next five years, Palmdale Water District will revise the current Strategic Plan, review and re-engineer the staffing structure, and implement technologies that will ensure the effective and efficient day-to-day operations of this agency.

Part IIA: Current Workforce Profile (Supply)

Critical Workforce Skills/Competencies

- Adaptability
- Business Acumen
- GM Analysis
- Customer Oriented
- Decision Making
- Communication, Oral
- Reliability
- Change Management
- Diversity Oriented
- Consensus Building
- Judgment
- Management Skills
- Safety Awareness
- Motivation

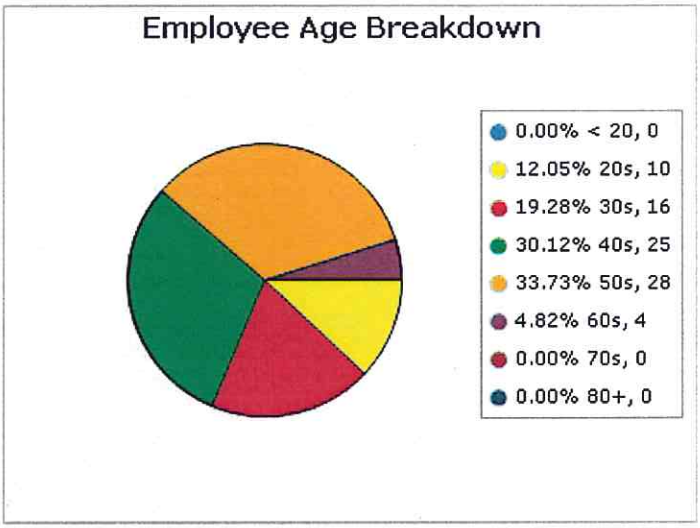
There are 14 competencies listed but the main competencies and skills critical to this Palmdale Water District workforce plan are mentioned below to ensure the efficient, effective and safe operations of this water utility.
Accountability is the heart of our organization. Managers who are accountable for their decisions are those who achieve the results required to move Palmdale Water District forward.
Analytical skills are critical to Palmdale Water District because of the large amount of information that crosses the average employee's workspace during the workday. To understand and organize that information, strong analytical skills are needed.
It has been said that employees who understand the overall goals of the business are more apt to ensure their actions are focused on making a difference for the District. This is where the competency of business acumen is important.
Being customer oriented does not mean that the customer is always right, but it does mean the customer is always significant. Our employees must be aware of that and treat all customers with respect, responding to their needs on a timely basis.
Innovation is a competency critical to everyone at Palmdale Water District from Engineering to Facilities. All employees must ensure they are willing to work and think "outside of the box" whenever the situation calls for that.
The final competency identified as critical to our workforce is problem solving. From the customer services representative who needs to apply creative solutions to the manager dealing with the staggering increases in costs, problem solving is a key competency.
The identification of these critical competencies results from the District's objective to identify competencies crucial to the future growth of Palmdale Water District. These competencies will be incorporated into all aspects of job design, hiring processes, performance improvement, and employee assessment.

Part IIB: Workforce Demographics

Employee Age Breakdown

Average Age: 45.31 years

Age Group	Number	Percent
< 20	0	0.00%
20s	10	12.05%
30s	16	19.28%
40s	25	30.12%
50s	28	33.73%
60s	4	4.82%
70s	0	0.00%
80+	0	0.00%

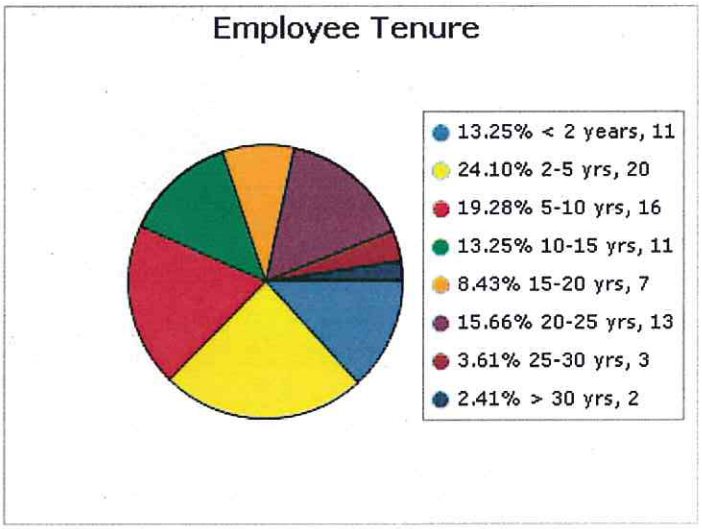


Approximately 34% of the workforce are Baby Boomers, with 30% relatively close in age. As more Baby Boomers leave the workforce in the next 5 to 10 years, it is important that the District understands this impact on the workforce. A significant portion of the workforce will have many years and opportunities for personal development.

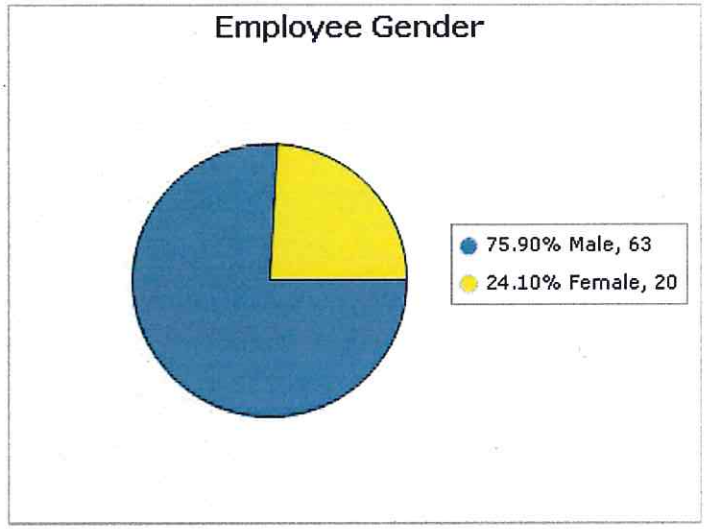
Employee Tenure

Average Service: 10.72 years

Tenure	Number	Percent
< 2 years	11	13.25%
2-5 yrs	20	24.10%
5-10 yrs	16	19.28%
10-15 yrs	11	13.25%
15-20 yrs	7	8.43%
20-25 yrs	13	15.66%
25-30 yrs	3	3.61%
> 30 yrs	2	2.41%



Average length of service is 10.72 years reflecting the stability of the workforce and the opportunity to prepare employees for upward mobility.



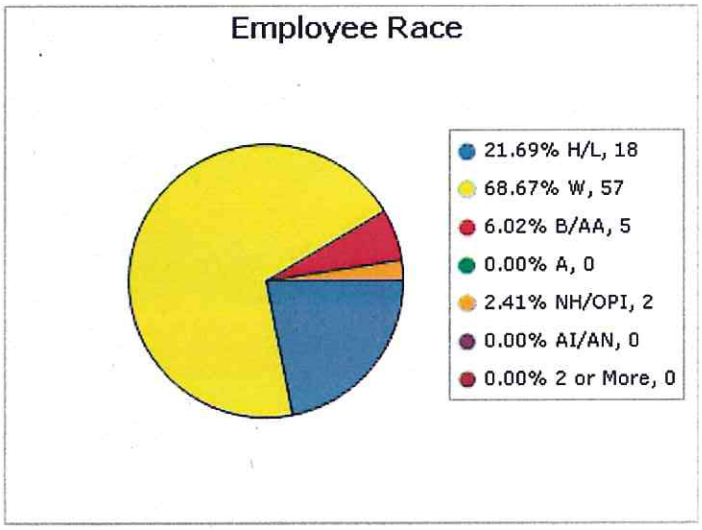
Employee Gender

Gender	Number	Percent
Male	63	75.90%
Female	20	24.10%

Efforts should be directed at increasing marketing and recruitment efforts to expand hiring of women in predominately male dominated positions at the District.

Employee Race

Race	Number	Percent
H/L	18	21.69%
W	57	68.67%
B/AA	5	6.02%
A	0	0.00%
NH/OPI	2	2.41%
AI/AN	0	0.00%
2 or More	0	0.00%



The predominate race/ethnicity is white. The District could benefit from expanding recruitment efforts to minority populations to achieve an even balance. In addition, a collaborative venture with local colleges would be beneficial for training future water utility candidates. The District's diversity profile allows for cultures to carry over into diversity of thought and helps ensure our success as an organization.

Retirement Eligibility

Year	Number	Percent
2012	20	23.53%
2013	1	1.18%
2014	1	1.18%
2015	5	5.88%
2016	4	4.71%

In the years 2012 and 2013, the greatest percentage of the workforce could be impacted by retirements. To address the challenges of losing long-tenured staff to retirement, the District has begun the Succession Planning Program process. Over the next two years, succession plans are needed for those key employees who will be facing retirement in the
coming years. If all eligible individuals choose to retire when they become
eligible, District operations would be dramatically affected. The District must prepare for this possible impact as it directly affects our customer base and service solutions. Analysis in identifying the impact that pay grade/level will have on these positions could result in a cost savings of approximately $200,000 in pay and benefits.

Part III: Future Workforce Profile (Demand Analysis)

A. Critical Functions

CRITICAL FUNCTIONS

Ensure that the succession planning team identifies key positions and competencies for the next three to five years. Focus on developmental strategies to prepare high potential employees for transitioning into upper level positions.

A. Critical Functions

B. External Environment

C. Internal Environment

D. Future Workplace Skills Needed

There are six critical functions identified for the District: engineering, water and energy resources, water treatment, facilities, finance and human resources.

The need in these departments is centered around knowledge transfer. The current staff is very consistent in developing new technology and educating staff on the various nuances of the devices in our existing industry.

However, in the future the District will soon be in the hands of less experienced staff. In addition, each

department will need to be involved in more development projects from inception to implementation.

In the area of Human Resources, a number of criticial aspects of Palmdale Water District will center on this department. Hiring initiatives in facilities, engineering, and customer service and treatment plant operations; preparation for health and benefit strategies; legal issues; employee relations and succession plans for the District as a whole, and departments individually

Three external challenges to be aware of:

1)Time to fill engineering positions

3) Planned growth management

4) Restructuring of staffing levels and compensation plans

B. External Environment

External Environment:

Develop recruitment plans to promote or hire employees to fill vacancies left by retirees in 2012. Prepare training strategies for employees to upgrade skills and competencies in the areas that are of interest to them. Incorporate internship programs in Engineering, Facilities and Operations Departments. Seek highly skilled indiviudals for key positions and ensure training and development plans are in place for each hire.

Succession Planning Program Team will develop the District's Succession Plan considering the internal and external environment of available abilities, skills and talent of individuals seeking to advance or are engaged in entry level positions.

C. Internal Environment

C. Internal Environment:

Develop and implement the District's Succession Program Plan to find ways to fill vacant positions. Provide training and internships for highly skilled staff. Understand competencies required in each position and prepare avenues to fill the gaps for internal candidates. Hire new employees to fill entry level positions vacated by high potential employees.

D. Future Workplace Skills Needed

D. Future Workforce Skills Needed:

Managmement, leadership and supervisory skills development are needed for the future workforce of Palmdale Water District. Interpersonal skill development and problem solving abilities are needed to interact with customers, management, interdepartmental staff and the board of directors. Additional skills needed are coaching, mentoring and mediation. Accountability and commitment to completing tasks are essential for the Palmdale Water District management team.

Part IV: Gap Analysis and Action Plans

The information below details the gaps or issues that your organization needs to address in order to meet your goals for the next time period. The Action Plan shows the specific steps you will use to fill the gaps you identified.

Identified GAP Issue: Supervisory Skills

SUPERVISORY SKILLS:

Within the next 12 months, all positions held by supervisory staff should be trained in basic supervision.

Identified GAP Issue: Management & Leadership

MANAGEMENT AND LEADERSHIP:

Within the next 12 months, all managers should be trained in basic and intermediate management skills. In addition, leadership training should be offered to prepare managers to lead their units and develop a more effective organization.

Identified GAP Issue: Coaching & Mentoring

COACHING AND MENTORING

Within the next 24 months, staff should learn coaching techniques and develop mentoring strategies in their respective departments to encourage employee development.

Identified GAP Issue: Training

TRAINING

Within the next 12 months, Palmdale Water District will need to train the less tenured workforce and develop skills, knowledge and abilities to move into positions when they are vacated.

Identified GAP Issue: Risk Management

RISK MANAGEMENT

Within the next 12 months, risk management strategies should be developed and an accountability assigned to departments.