



EXECUTIVE RECRUITMENT:

Rethinking Hiring Strategies for Today's Water Workforce

Dave Callahan, *Chief Administrative Officer,
Sewerage and Water Board of New Orleans*

Juli Sholar, *SHRM-SCP, Director of Human
Resources,
Sewerage and Water Board of New Orleans*

Pamela Wideman, *Senior Manager, Raftelis*



Introductions



Dave Callahan

Chief Administrative Officer

Sewerage and Water Board of New Orleans



Juli Walker Sholar, SHRM-SCP

Human Resources Director

Sewerage and Water Board of New Orleans



Pamela Wideman

Senior Manager

Raftelis



Raftelis' Vision

To be the most sought-after trusted advisor serving local governments and utilities.

Raftelis' Mission

To advance communities by empowering our clients and our people to succeed.

The Sewerage and Water Board's Journey

SWBNO embarked on a transformational journey in 2021 by undertaking a comprehensive **strategic planning** effort where stakeholders met, discussed, and identified key focus areas, goals, and tactics to elevate their utility services.



Sewerage and Water Board of New Orleans



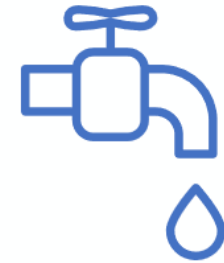
400,000
Residents



1,300
Employees



Millions
of Visitors



Water
Wastewater
Drainage
(+ Power)

STRATEGIC FRAMEWORK

Vision
To be a model utility that earns and holds the trust and confidence of our customers, community, and partners through reliable and sustainable water services.


Mission
Our team of experts serves the people of New Orleans and improves their quality of life by reliably and affordably providing safe drinking water; removing wastewater for safe return to the environment; and draining stormwater to protect our community.

Core Values
The SWBNO Team is committed to making these shared values our reality.

We are:
Customer Focused
Accountable
Safety Minded
Transparent and Honest



FOCUS AREAS




Financial Stability
Practice strong fiscal stewardship and ensure timely revenue recovery while balancing affordability with investments necessary to deliver critical services




Technology Modernization
Modernize technology and system integration to improve reliability and efficiency of operations and enhance customer service



Workforce Development and Enrichment
Support and develop a high-performing team that is skilled, committed, inspired, rewarded, engaged, and accountable



Customer Service Excellence and Stakeholder Engagement
Continuously meet and exceed the service needs of our customers and proactively communicate and engage stakeholders



Infrastructure Resiliency and Reliability
Improve efficiency and resiliency of current and future infrastructure by leveraging partnerships and innovative approaches to funding and sustainable design



Organizational and Operational Improvement
Optimize organizational structure, alignment, and capacity to ensure safe operations and efficient service delivery

STRATEGIES

1. Optimize capital and operational spending
2. Enhance budget development and management processes
3. Improve timely revenue recovery and leverage new and alternate revenue sources
4. Enhance affordability programs to better meet community needs

5. Identify and update critical/core technology software solutions and resources
6. Enhance cybersecurity and technology systems resiliency
7. Improve adoption and integration of current and new technology systems

8. Evaluate workforce model options, including Civil Service and others, and determine an appropriate approach for SWBNO
9. Enhance resources for employee training and development
10. Motivate and train supervisors and leaders to improve employee and team performance
11. Strengthen internal communication and information sharing to increase collaboration across departments
12. Improve knowledge capture, transfer, and succession planning

13. Foster a culture of customer service throughout the organization
14. Expand convenience systems and capabilities to improve self-service options for customers
15. Elevate core customer service delivery performance
16. Advance proactive communication and outreach programs

17. Shift maintenance planning and workflows from reactive to preventative through comprehensive asset management
18. Replace and renew aged infrastructure using integrated approaches
19. Successfully deliver all critical capital improvement projects by improving collaboration with project partners
20. Respond to climate change through innovation and green infrastructure projects

21. Evaluate and modify organizational structure and staffing levels
22. Enhance and elevate safety of culture
23. Implement programs and training related to change management, process standardization, and continuous improvement
24. Develop and share organizational performance metrics

RESULTS

- + Fewer capital project change orders
- + Lowered accounts receivable
- + Reduction in unbilled (non-revenue) water
- + Increased utilization of assistance programs

- + Increased customer self-service utilization
- + Increased customer service efficiency
- + Fewer billing errors
- + Increased employee adoption of core technology systems

- + Increased workforce productivity
- + Reduction in open positions
- + Increased and improved employee training
- + Increased employee morale

- + Reduction in customer complaints
- + Increased customer service first call resolution
- + Increased customer satisfaction rating
- + Increased social media interactions
- + Improved positive media sentiment

- + Increased time spent on preventative maintenance
- + Increased feet of pipeline replacement
- + Fewer water main breaks
- + Fewer sewer overflows
- + Increased number of green infrastructure projects

- + Improved service delivery
- + Fewer workforce accidents and injuries
- + Increased number of specific operational process improvement projects

Raftelis offers comprehensive services to utilities and local government agencies



Resources and Expertise



Decades of Collective Experience



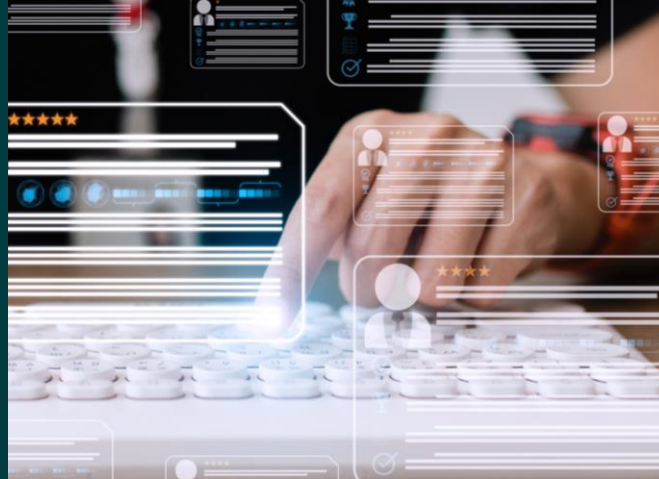
Personal Service From Senior-level Consultants



Niche Expertise



Our Approach



Activity 1

Develop Candidate Profile

Activity 2

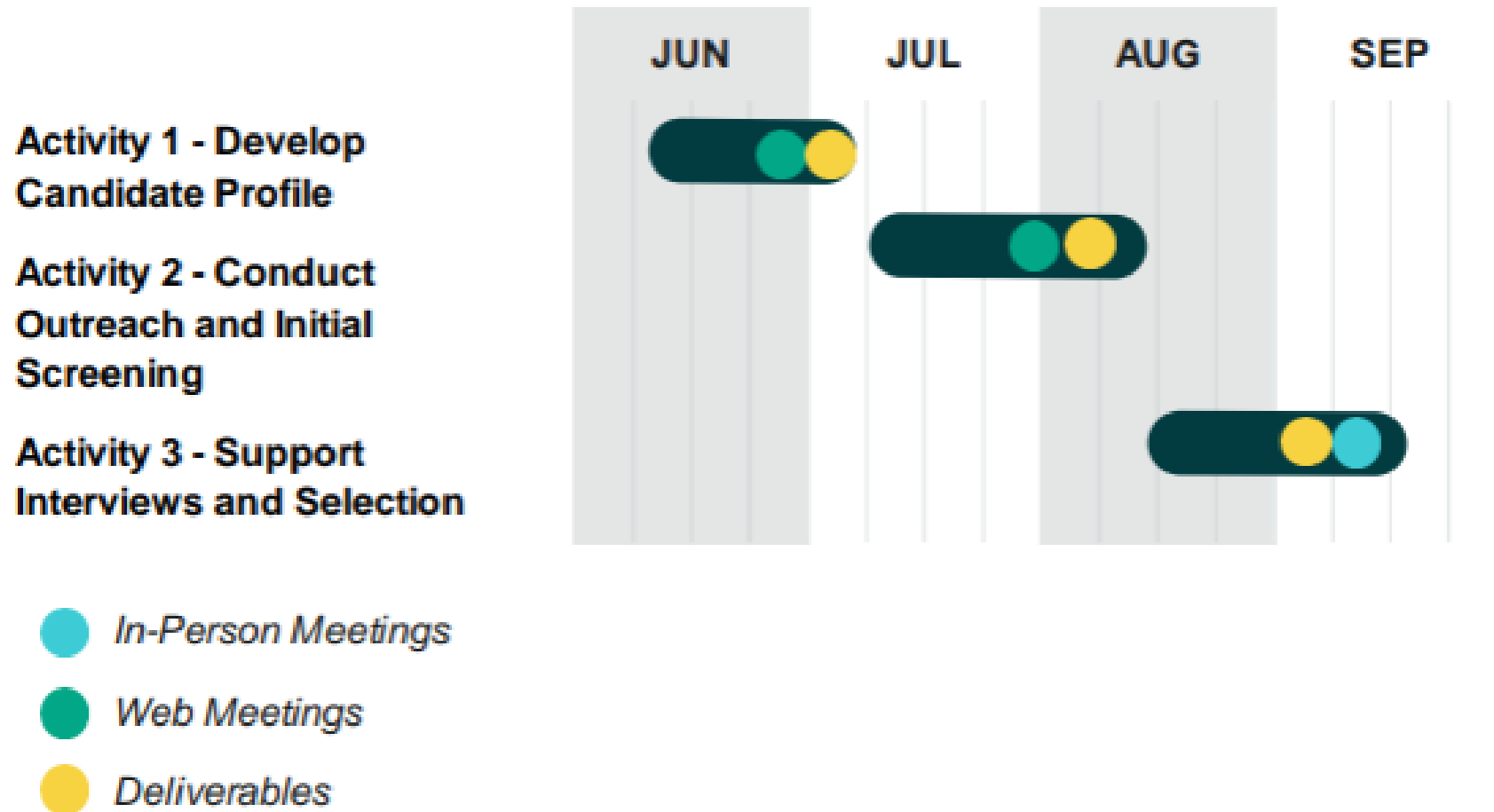
Candidate Search
and Evaluation

Activity 3

Support Interviews
and Selection

Recruitment Timeline

(Example)



Recruitment Materials

(Examples)

SEWERAGE AND WATER BOARD OF NEW ORLEANS

Deputy General Superintendent

(Engineering & Services)

RAFTELIS

The Position

The Deputy General Superintendent's primary responsibilities include reporting to and supporting the General Superintendent in the efficient administration, operation, and control of the Sewerage and Water Board of New Orleans (SWBNO) Operations Enterprise, which conducts water purification and distribution, and sewerage collection and treatment, as well as maintenance and support services. Work includes supporting the management of the overall operations and resources of the General Superintendent's Office (GSO) of the SWBNO, including the divisions of Water Purification, Networks, Support Services, and Operations Technical Services.

The Deputy General Superintendent maintains policy and provides routine oversight, coordination, and support to Division leads to ensure that organizational goals are achieved. Other duties include reviewing and analyzing complex engineering reports, maintaining regulatory compliance, and assisting with coordination of all relevant internal and external organizations. The Deputy General Superintendent may act in the place of the General Superintendent in the latter's absence and perform other duties as necessary.

The Deputy General Superintendent oversees and reviews the work of multiple bureaus/divisions, including a large staff of professional, technical, and clerical employees. The leader ensures Enterprise operating and capital goals, objectives, and key milestones are achieved on time and within budget. The Deputy General Superintendent leads a team of highly skilled individuals, actively assists in providing strategic and tactical guidance to managers and coordinates agency-wide projects and programs and reconciles the interdependencies among them. The Deputy General Superintendent may assign programs, projects, and work of all divisions within the Operations enterprise. Additionally, the role requires coordination with SWBNO emergency response to ensure continuous services of sewer, water, drainage, and power is a vital function of this role.

The Deputy General Superintendent continuously monitors and evaluates the efficiency and effectiveness of current policies and procedures and monitors management controls to ensure safe work practices, work quality, and accuracy, as well as ensuring compliance with applicable regulations, rules, policies, and procedures. The leader will be responsible for the maintenance of policies and procedures, including Standard Operating Procedures (SOPs), across all divisions within the Operations enterprise. The Deputy General Superintendent interprets and applies applicable regulations, maintains relevant information, and examines, checks, and verifies complex statistical and operating reports for completeness, adequacy, and accuracy, personally following up on the more complicated discrepancies.

Priorities

- Develop and maintain positive working relationships with the General Superintendent, the executive leadership team, department directors, key staff, and outside partners. Listen and learn about the current operations of the Board and the needs of each department.
- Foster a welcoming and collaborative organizational culture. Create opportunities for employee engagement, growth, and development with a focus on programs that support retention, building and promoting future leaders, and empowering employees.
- Work to streamline processes, strengthen standard operating procedures, simplify decision-making, identify opportunities for efficiency, and drive uniformity in business endeavors.
- Develop and launch a new utilities Master Plan that addresses goals and targets at 5-year, 10-year, and 15-year milestones.
- Procure, implement, and maintain a new asset management work order system and a standardized process for responding to and prioritizing calls for services.
- Maintain focus on and implement multi-year, transformational projects while being a good steward of the agency's capital budget and continuing to improve public trust in the agency.

The Sewerage and Water Board of New Orleans

SWBNO has served as a model agency for much of its existence. The organization is a quasi-City/State entity that is an unattached Board of the City Government created by the State Legislature and governed by an eleven-member Board of Directors (Board). The Board consists of the Mayor as chair, the chair of the City Council's Public Works, Sanitation and Environment Committee (or their designee), two representatives of the Board of Liquidation, and seven citizen members, of which five represent Council districts and two consumer advocates. The seven citizen members are nominated by a selection committee composed of locally recognized leaders and reflect the diversity of the community. Two citizen members are consumer advocates with community advocacy or consumer protection experience, or experience in a related field.

The Board is authorized to administer the construction, maintenance, and operation of the Water, Sewer, and Drainage Systems for the City of New Orleans. The SWBNO also provides some services to neighboring parishes. It appoints an executive director who serves at the pleasure of the governing Board and oversees the day-to-day operations of the SWBNO, including drinking water, wastewater, and drainage activities in Orleans Parish, as well as the power systems to support them. Recently, the SWBNO has gone through a reorganization resulting in three Enterprise systems which include Engineering, Operations, and Pump and Power.

The SWBNO has over 1,000 employees and serves a population of over 400,000. The Utility's 2022 operating budget is \$224 million with \$124 million coming from water revenues and \$156 million from wastewater. Drainage revenues come from ad valorem taxes of \$60 million. Additionally, SWBNO has a 10-year \$1.4 billion capital program.



Advertisements

- National Forum of Black Public Administrators
- Local Government Hispanic Network
- League of Women in Government
- Engaging Local Government Leaders
- International City/County Management Association
- LinkedIn



Sewerage and Water Board of New Orleans



Sewerage and Water Board of New Orleans
DEPUTY GENERAL SUPERINTENDENT (ENGINEERING SERVICES)
Interview Schedule

Monday, April 8
Semi-Final (Virtual) Interviews

Time (45 Minutes)	Virtual Interviews
9:00 – 9:15 am	Pre-Interview Briefing
9:15 – 10:00 am	Candidate A
10:10 – 10:55 am	Candidate B
11:05 – 11:50 am	Candidate C
12:00 – 12:45 pm	Candidate D
12:45 – 1:00 pm	Debrief with Consultant

Executive Recruitment Challenges

1 Civil Service Requirements
(minimum requirements)

2 Challenging Positions

3 Course Corrections



Agility is crucial



Flexibility to pivot when necessary



Extensive reach



Collaborative relationship

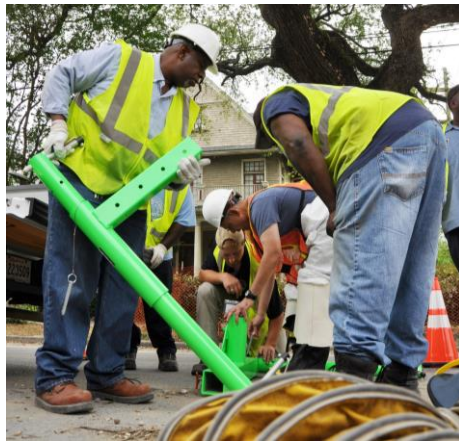


One-stop shopping



Executive Recruitment Success

- ✓ General Superintendent
- ✓ Human Resources Director
- ✓ Communications Director
- ✓ Deputy General Superintendent



How We Stack Up

We have spent **30 years** serving local governments and utilities and we've performed more than...

335+

successful recruitments

Raftelis has provided financial/organizational assistance for

1,700+

public agencies and utilities

that serve more than

25%

of the U.S. population

including the agencies serving

41

of the nation's 50 largest cities



Thank you!

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