

The Austin Water logo features the word "Austin" in a clean, sans-serif font above the word "WATER" in a larger, bold, sans-serif font. A stylized white wave graphic underlines the word "WATER".

Austin  
**WATER**

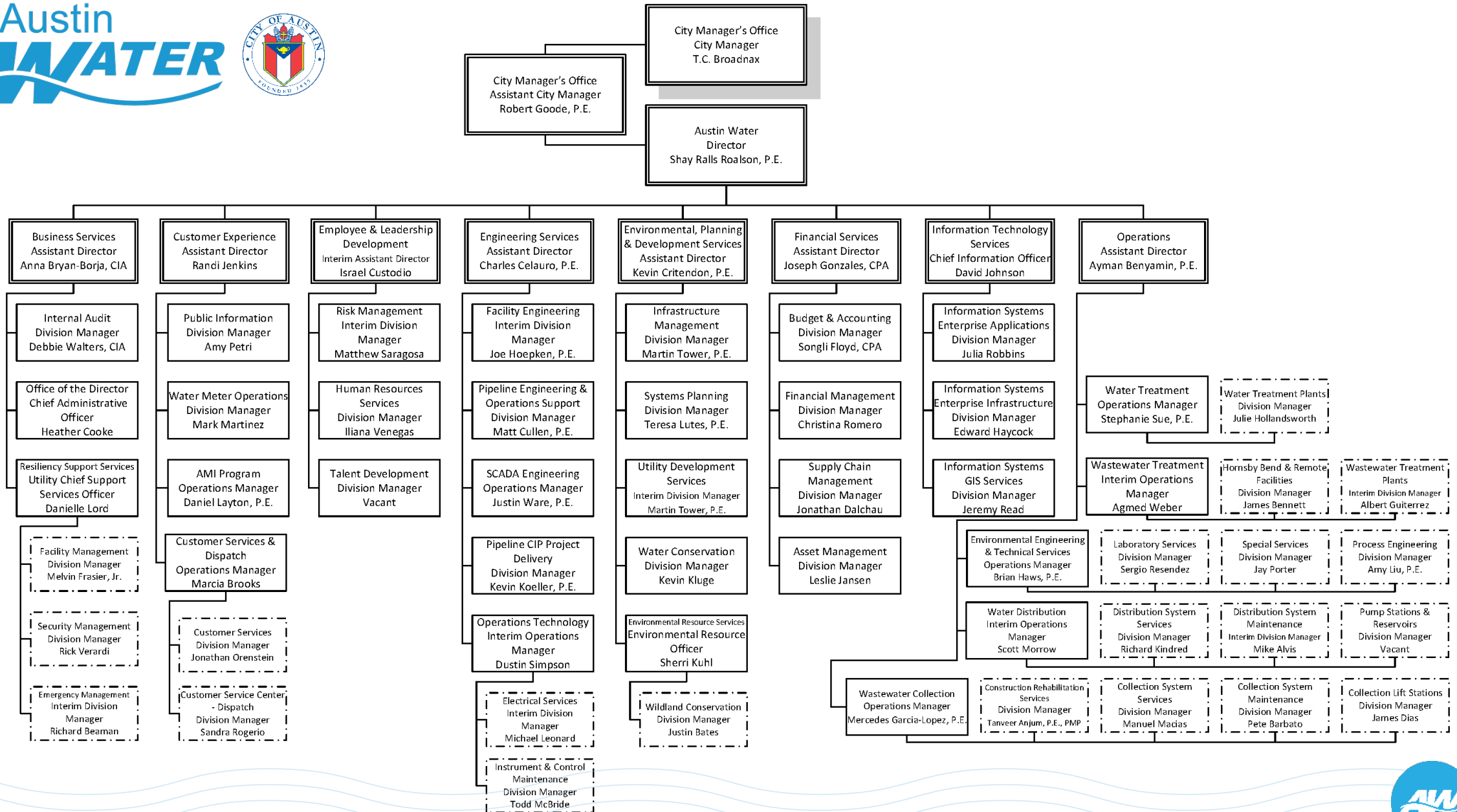
A large group of approximately 100 people, likely Austin Water staff, are posed for a group photo in a park-like setting. They are standing in many rows on a paved area, with a pond and trees behind them. The Austin skyline is visible in the background under a clear blue sky.

# Recruitment and Retention Update

**Israel Custodio** Acting Assistant Director, Employee & Leadership Development

Austin Water Oversight Committee | May 9, 2024

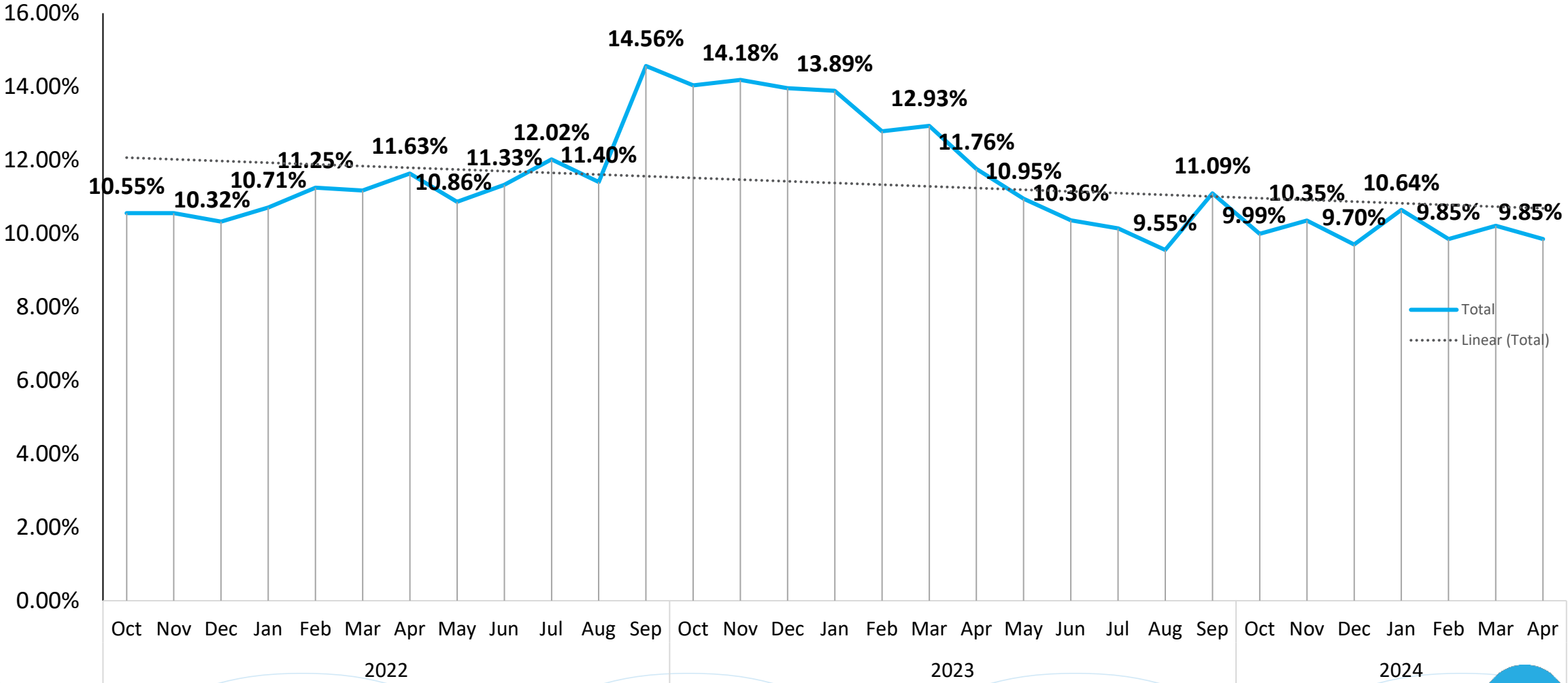




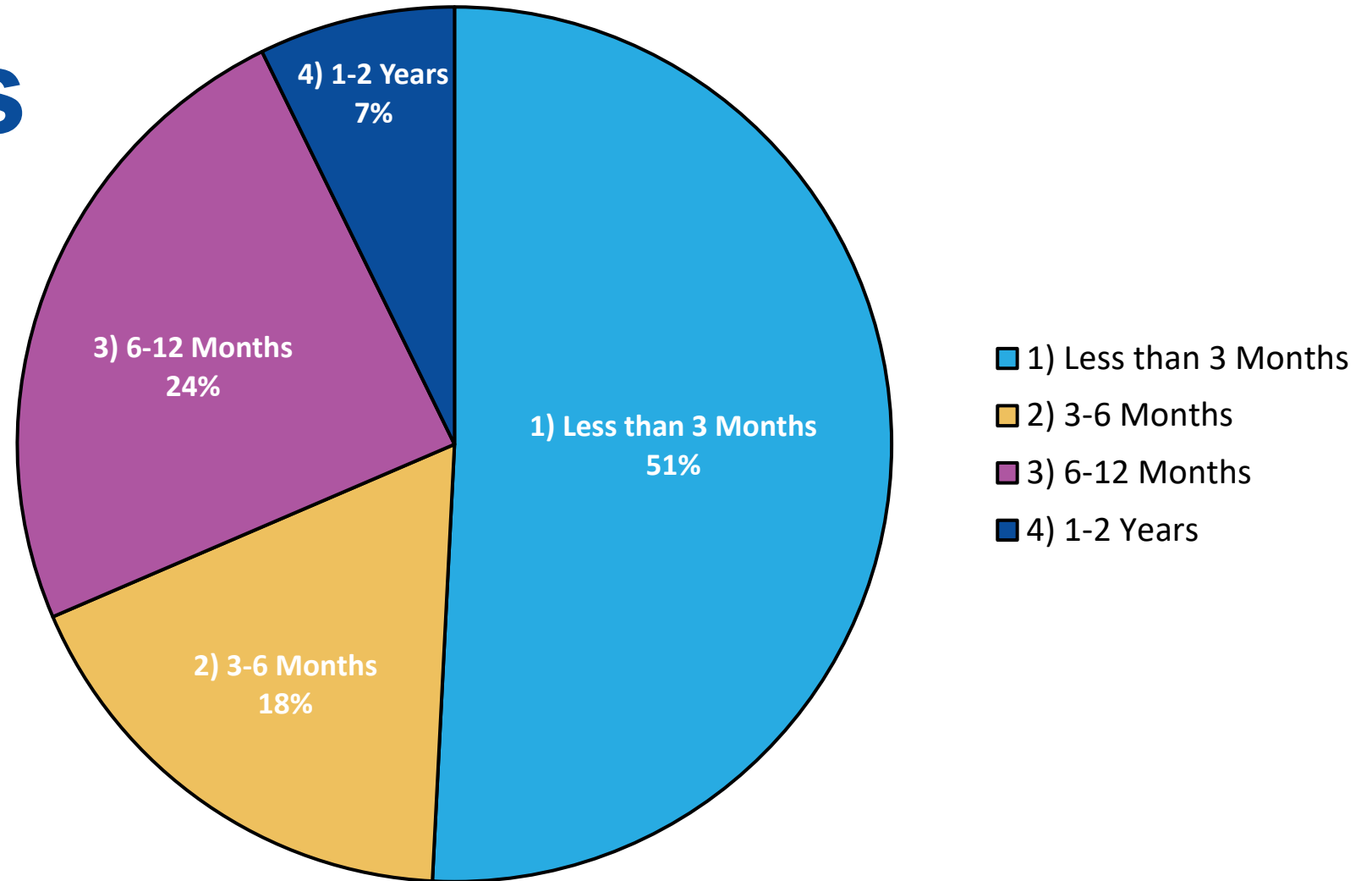


# Recruitment & Retention

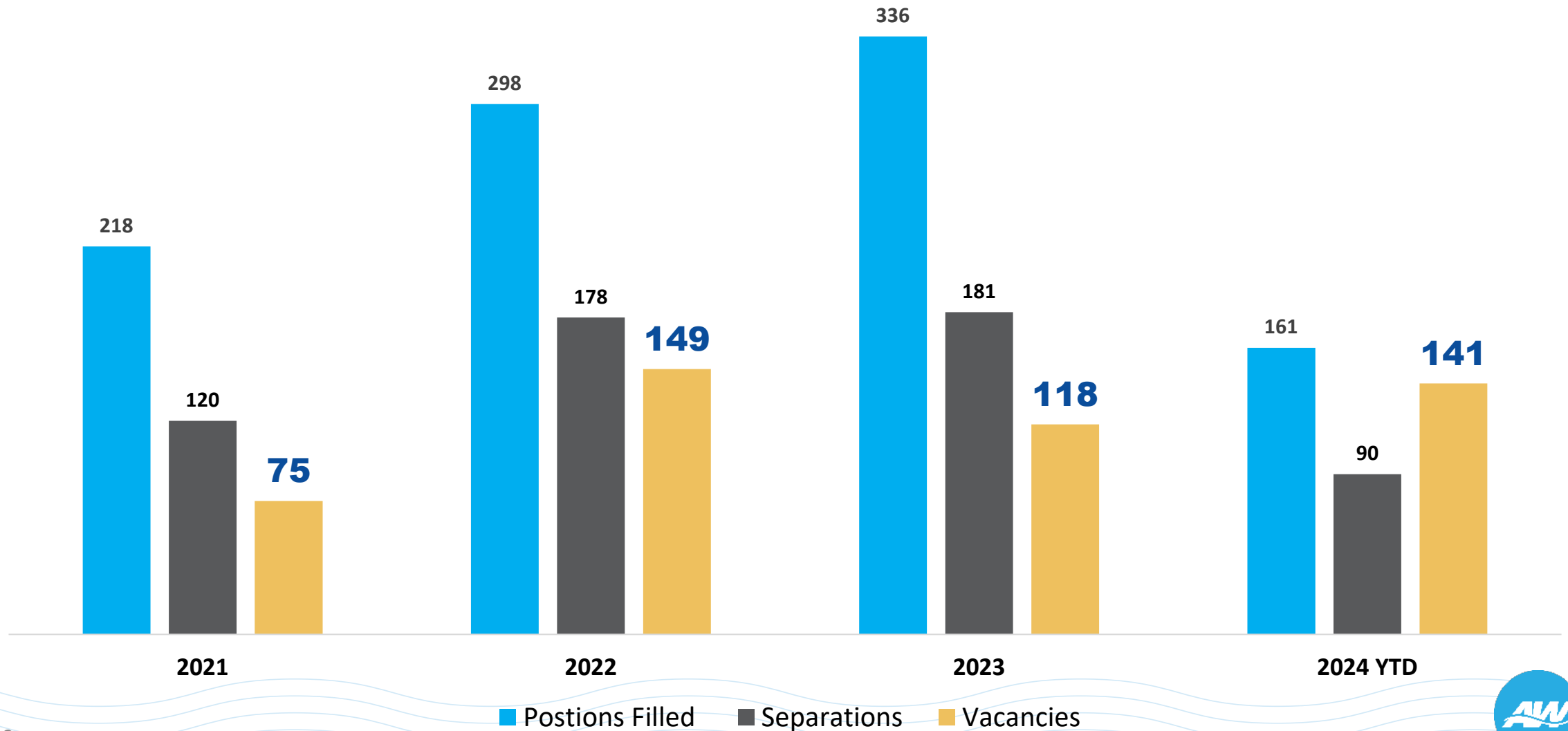
# Historical Vacancy Percentages



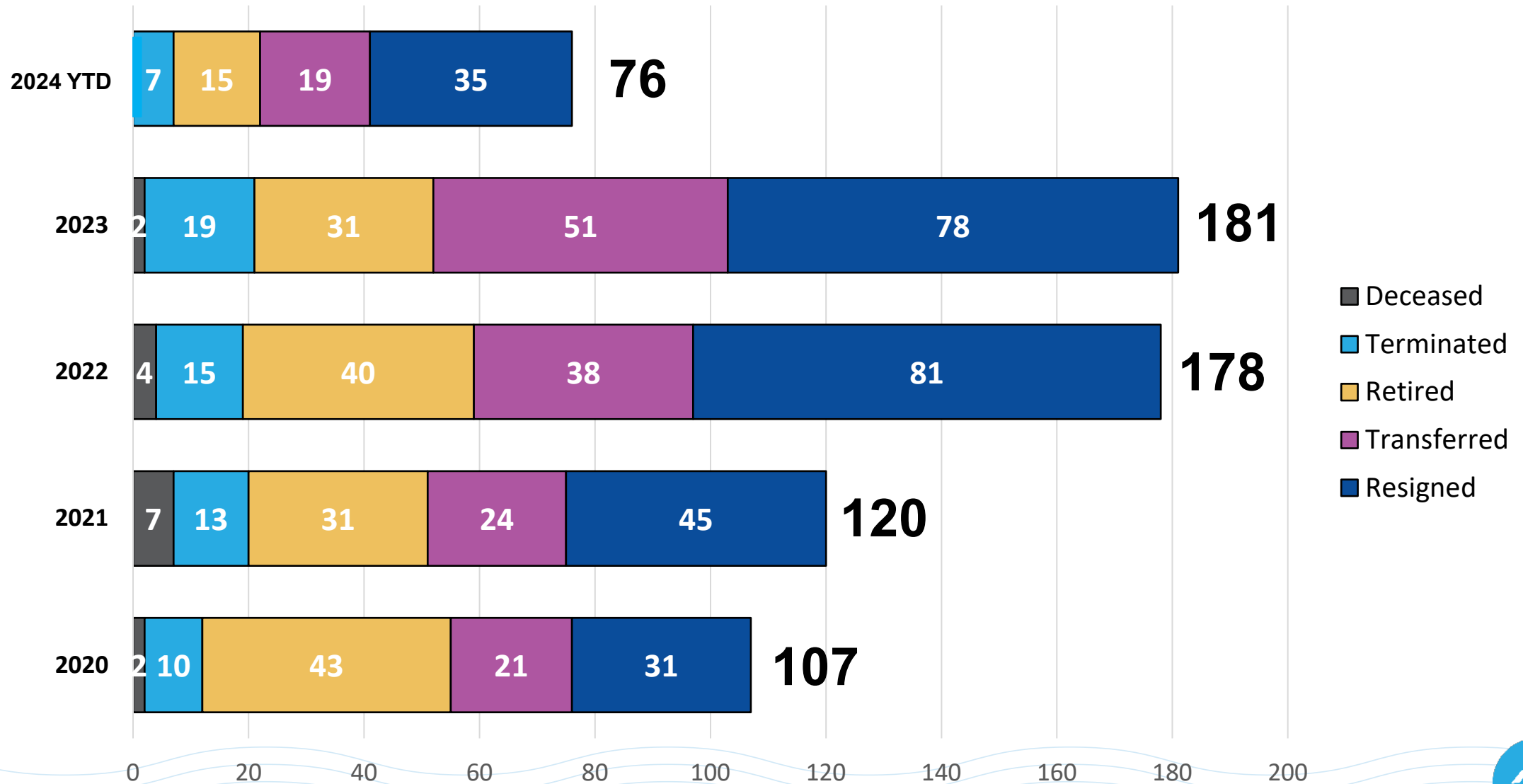
# Current Vacancies By Age



# Positions Filled Vs. Separations

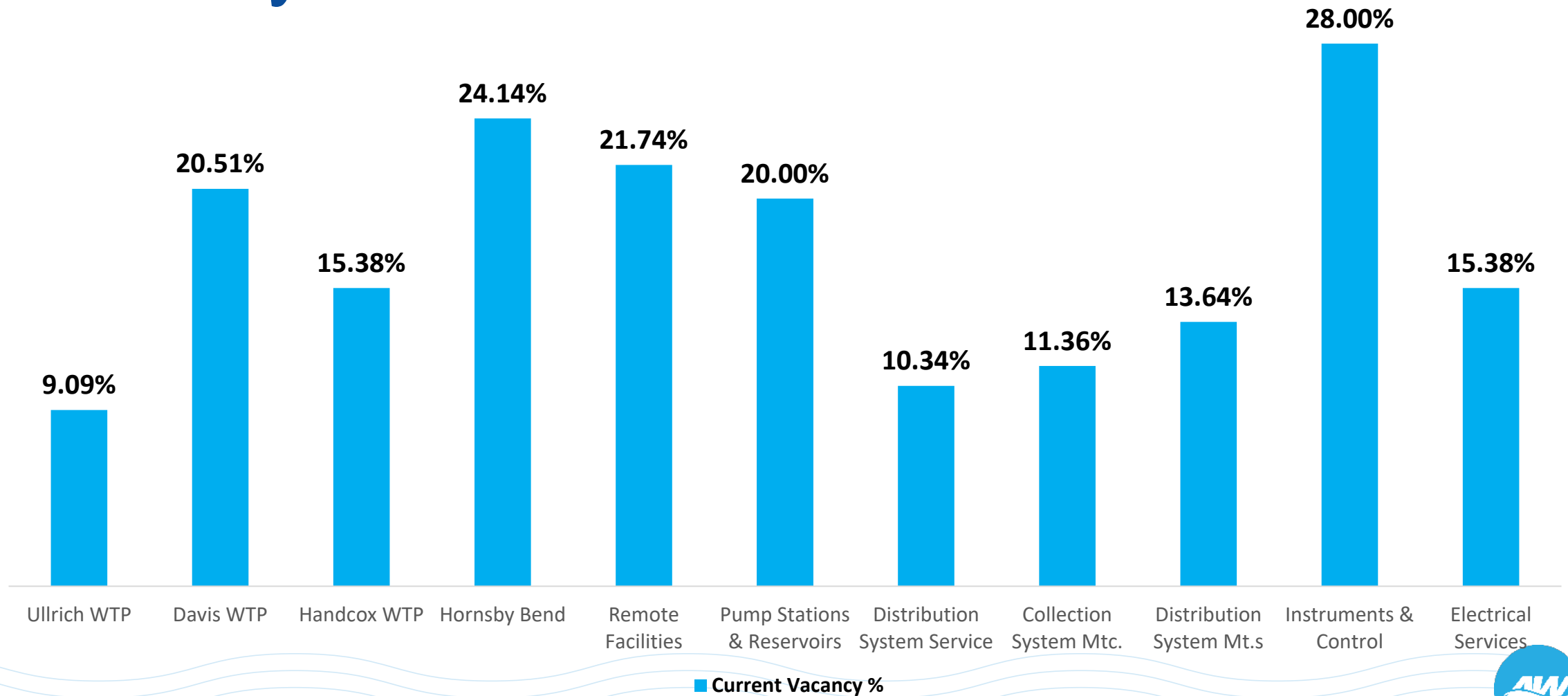


# Separations by Source



# Key Operational Areas

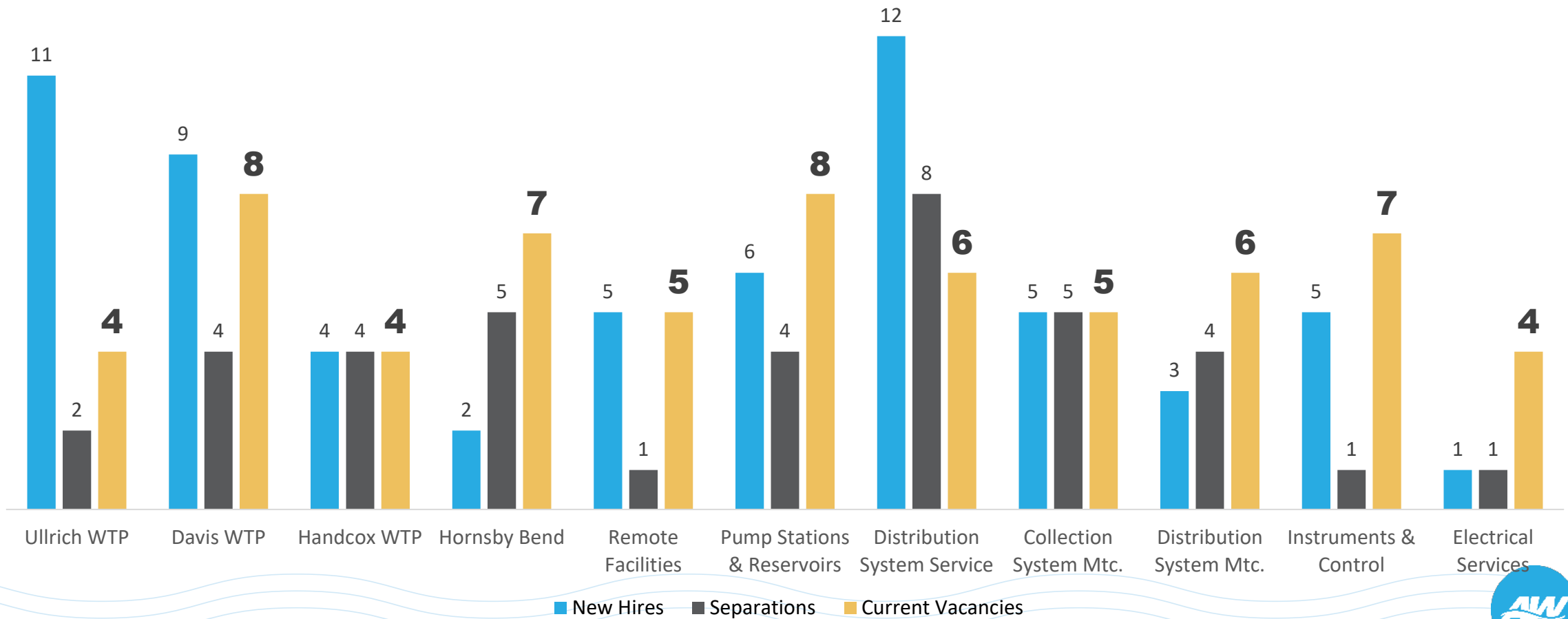
## Vacancy Rates





# Key Operational Areas

## New Hires vs. Separations



# Compensation Initiatives

## Market Studies

- Austin Water titles (2022)
- City-wide (2024, maintenance from 2017)
- City-wide Engineering (2024)
- City-wide IT (2024)

## Stipends

- Safety incentive pay (2023)
- Licensure incentive pay (revamped 2023)
- New hire recruitment bonus (2023)
- Retention pay (2023)

## Other

- AW Electrician pay grade adjustment (2023)
- Rezone evaluation (2024)
- Living wage increases
- Acting pay
- Bilingual pay







# External Review Recommendations



# Leadership Development

Rec. #	Recommendation	Implementation Status	Expected Completion
2.2-2	Investigate ways to improve conflict management skills, team building efforts, and leadership development at the plants.	Seven leadership sessions for Water Treatment Operators were created to advance skills around conflict resolution, leadership excellence, emotional intelligence, and building trust. Training for water treatment plant staff was completed in September. Environmental scans and culture listening sessions have been conducted throughout the organization; findings from these sessions have resulted in group-specific training and workshops to be delivered in January and February of 2024.	Complete





# Leadership Development

## A Leadership Road Map for Water Treatment Operations

- 💧 7 sessions: conflict resolution; mission, values & vision; excellence in leadership; emotional intelligence; building & sustaining trust.

## Leaders Essential Skills Program (LESP)

- 💧 Pilot program: 19 participants
- 💧 Cohorts A-D: 49 participants
- 💧 Cohorts E-F : 29 participants (graduate on May 16th)
- 💧 97 graduates to date





# Culture

Rec. #	Recommendation	Implementation Status	Expected Completion
2.2-5	Continue regular team-building exercises and require attendance by all staff.	Seven leadership sessions for Water Treatment Operators were created to advance skills around conflict resolution, leadership excellence, emotional intelligence, and building trust. Training was completed in September. Environmental scans and culture listening sessions have been conducted throughout the organization; findings from these sessions have resulted in group-specific training and workshops to be delivered in January and February of 2024.	Complete





# Culture

## Culture Scans

- 💧 12 culture listening sessions with 200+ employees
- 💧 4 divisional environmental scans
- 💧 100 interviews (100+ hours)
- 💧 7 all-hands employee meetings (21 hours)
- 💧 5 DISC workshops and 30 DISC assessments interpreted and completed
- 💧 17 individual training sessions completed
- 💧 80 hours of training delivered

**Reinforced at Leadership Summits & LESP**



# Partnerships and Outreach

Rec. #	Recommendation	Implementation Status	Expected Completion
2.2-8	Develop training for young people to learn about water treatment and operations.	AW will continue to partner with TAWWA, WEAT, P-Tech, and other industry organizations to develop new talent. A new Outreach Advisor in AW Human Resources has been hired to continue developing relationships with community schools and partners to create pathways and attract new talent for critical positions. AW Human Resources also works with potential candidates to build interview skills and develop strong resumes and applications.	Complete



TEXAS  
COLLEGE &  
CAREER  
READINESS  
SCHOOL  
MODELS





# Partnerships and Outreach

## New Outreach Advisor partnering with:

- 💧 Texas Section, American Water Works Association (TAWWA)
- 💧 Water Environment Association of Texas (WEAT)
- 💧 Pathways in Technology Early College High School (P-Tech)
- 💧 Premier High School
- 💧 Prairie View A&M University



# Water Treatment

Rec. #	Recommendation	Implementation Status	Expected Completion
2.3-3	Train personnel for plant-specific knowledge and employ at higher certification levels where necessary.	Plant-specific training programs have been developed and launched on 2/13/2023 and more than 500 hours of training has been completed. On track to complete training with 100% pass rate.	Complete

# Water Treatment

## Water Treatment Plant Technical Onboarding Program

- ◆ 3 dedicated on-site plant trainers
- ◆ Hands on skills verification
- ◆ Training based on Knowledge Management Knowledge Transfer (KMKT) blocks
- ◆ Plant-specific best practices
- ◆ 700+ hours of one-on-one training
- ◆ 6 weeks average to complete a training block
- ◆ 26 participants with <2 years of treatment experience
- ◆ 100% block passing rate
- ◆ 4 graduates so far

# Safety

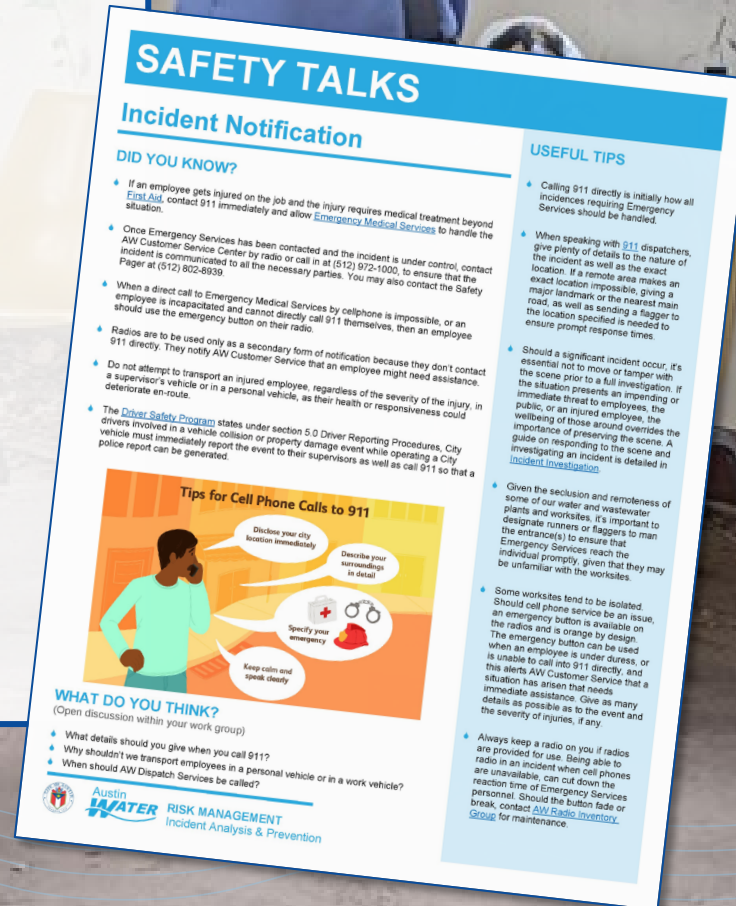
Rec. #	Recommendation	Implementation Status	Expected Completion
2.3-11	Provide training and consequences for noncompliance around bringing potential issues forward that impact safety.	Training sessions for AW supervisors that include safety policies and procedures, as well as topics such as performance management, discipline and investigations are ongoing. Safety guidelines and expectations have been incorporated into New Employee Orientation. Weekly safety topics related to Incident Reporting and Incident Investigations are distributed throughout the year to all AW employees. Additional materials are provided to chain of command to be used for team meetings and discussions.	Completed



# Safety

## Safety & Reporting Touch Points

- 💧 VEOCI
- 💧 Safety Talks
- 💧 Safety Training
- 💧 New Employee Orientation
- 💧 Leaders Essential Skills Program (LESP)
- 💧 Collision Advisory Board
- 💧 Injury Review Board
- 💧 Site Visits



**SAFETY TALKS**

**Incident Notification**


**DID YOU KNOW?**

- If an employee gets injured on the job and the injury requires medical treatment beyond First Aid, contact 911 immediately and allow Emergency Medical Services to handle the situation.
- Once Emergency Services has been contacted and the incident is under control, contact AWW Customer Service Center by radio or call in at (512) 972-1000, to ensure that the incident is communicated to all the necessary parties. You may also contact the Safety Pager at (512) 802-8030.
- When a direct call to Emergency Medical Services by cellphone is impossible, or an employee is incapacitated and cannot directly call 911 themselves, then an employee should use the emergency button on their radio.
- Radios are to be used only as a secondary form of notification because they don't contact 911 directly. They notify AWW Customer Service that an employee might need assistance.
- Do not attempt to transport an injured employee, regardless of the severity of the injury, in a supervisor's vehicle or in a personal vehicle, as their health or responsiveness could deteriorate en-route.
- The Driver Safety Program states under section 5.0 Driver Reporting Procedures, City drivers involved in a vehicle collision or property damage event while operating a City vehicle must immediately report the event to their supervisors as well as call 911 so that a police report can be generated.

**USEFUL TIPS**

- Calling 911 directly is initially how all incidences requiring Emergency Services should be handled.
- When speaking with 911 dispatchers, give plenty of details to the nature of the incident as well as the exact location. If a remote area makes an exact location impossible, giving a major landmark or the nearest main road, as well as sending a flagger to the location specified is needed to ensure prompt response times.
- Should a significant incident occur, it's essential not to move or tamper with the scene prior to a full investigation. If the situation presents an impending or public, or an injured employee, the importance of preserving the scene and investigating an incident is detailed in Incident Investigation.
- Given the seclusion and remoteness of some of our water and wastewater plants and worksites, it's important to designate runners or flaggers to man the entrance(s) to ensure that Emergency Services reach the individual promptly, given that they may be unfamiliar with the worksites.
- Some worksites tend to be isolated. Should cell phone service be an issue, an emergency button is available on the radios and is orange by design. When an employee is under duress, or is unable to call into 911 directly, and situation has arisen that needs immediate assistance. Give as many details as possible as to the event and the severity of injuries, if any.
- Always keep a radio on you if radios are provided for use. Being able to use a radio in an incident when cell phones are unavailable, can cut down the reaction time of Emergency Services personnel. Should the button fade or break, contact AWW Radio Inventory Group for maintenance.


**Tips for Cell Phone Calls to 911**



- Disclose your city location immediately
- Describe your surroundings in detail
- Specify your emergency
- Keep calm and speak clearly

**WHAT DO YOU THINK?**  
(Open discussion within your work group)

- What details should you give when you call 911?
- Why shouldn't we transport employees in a personal vehicle or in a work vehicle?
- When should AWW Dispatch Services be called?

 **RISK MANAGEMENT**  
Incident Analysis & Prevention





# Questions?



Austin  
**IN WATER**

