

**2018-2023 SBP Update
Gap Action Plan Template**

Action Plan Title: Expand the Water, Drainage and Wastewater Apprenticeship Program (#1)	Action Plan Owner: John Holmes & Tony Blackwell
Focus Area: Transform the Workforce	Action Plan Sponsor: Madeline Goddard & Rick Scott

1. Short summary of the project/program (suitable for using with Customer Review Panel and other members of the public, plus additional specifics required for clarity of action).

This action plan adds two positions to allow the apprentice program to become more robust in training current employees as well as creating pathways into and up in the SPU organization.

The purpose of SPU's Apprenticeship Program is to develop and continually improve our field talent, while being prepared to meet the increasingly complex and heavily regulated utility staffing needs of the future. The program recruits, hires, and trains apprentices in the Water and Drainage and Wastewater (DWW) lines of business. The program also plans to expand our journey-level training and skill development to improve effectiveness, efficiency, and career progression opportunities in our existing field staff. This action plan will ensure there are adequate resources to implement the expansion of the program, including Water and DWW Apprenticeship Coordinators to direct field training and feedback and funding for professional instructors and curriculum developers.

2. What outcome will this action achieve? What problem does it solve? What are the benefits?

SPU hired a full-time apprenticeship manager in December, 2016, to prepare for hiring both a Water and Drainage & Wastewater class by the start of 2018. The two positions to be added under this Action Plan, known as Apprenticeship Coordinators, are essential for the Apprenticeship Program's success along with SPU's intention to expand journey level training of its skilled workforce.

Problems Solved:

- Ensures that the program is sustainable long-term so that SPU only recruits and hires through its Apprenticeship program. This allows SPU to have consistent skills and abilities working on our critical infrastructure.
- Develop, train and invest in our existing journey level workers. This training is essential to staying current on industry standards, innovation, and staff progression throughout the organization.
- Provides a steady flow of new qualified workers through constant recruitment efforts. This is important with an aging and retirement eligible workforce

Benefits:

- Supports Water & Drainage and Wastewater System Maintenance goals and objectives of attracting and developing highly capable employees.
- Focus on diversity and equity in our hiring process to attract candidates that best represent the communities we are serving.
- Ensure that the Apprenticeship Manager is adequately supported so s/he can keep the program strategically focused on being forward-looking.
- The coordinators are critical in an apprentice's success from entering the program until graduation. Full-time coordinators are invested in the apprentice's success, and work with trainers, Subject Matter Experts, managers, crew chiefs, and directors in ensuring the success of the apprentice.

3. Short description of activities already in the baseline, incremental work.

The baseline currently covers the cost of the program’s manager and there is a non-labor budget of approximately \$272,000 that covers both Water & Drainage & Wastewater.

4. Implementation plan and timeline.

The coordinators need to be hired as soon as possible to avoid a delay in recruiting and hiring of classes for Water and Drainage & Wastewater.

Two pockets may need to be borrowed and used on an interim basis until these new positions are added to ensure a timeline of starting a class in early 2018.

5. Implications for budget and FTE (if any)

Changes (relative to baseline)

	2018	2019	2020	2021	2022	2023
O&M Budget Change	344,306	174,896	313,425	225,297	308,674	195,398
CIP Budget Change						
FTE Change	2	2	2	2	2	2

6. Alternatives considered for varying options/levels of effort.

The use of out-of-class positions has been discussed, but this takes time and effort away from other critical work. Additionally, it does not allow for the consistency and time needed to implement the program.

7. Is there lower-priority work underway whose resources could be directed to this effort? Please describe.

None known at this time. The coordinators must be full-time. Available resources would be intermittent, at best, and is not enough to support the program.

8. Identify and describe any significant external constraints affecting this action plan.

There is an expectation from labor, Locals 1239 (DWW) and 32 (Water), that SPU will continue with its Apprenticeship Program. Our first step in hiring an apprenticeship manager was fully supported by labor in showing SPU’s on-going commitment to this program.

9. Identify possible race and social justice implications for implementation of this plan. How will it impact service equity and how will you resolve this impact?

This may be one of the most important aspects to the hiring of two full-time coordinators. The coordinators are essential in the recruitment, hiring and support of diverse candidates that are critical in supporting SPU’s on-going commitment to service equity and race and social justice.

10. Describe your plan for evaluating success or progress of this plan. Include any metrics you have.

- Hire up to 12-15 candidates each for Water & Drainage and Wastewater (24-30 total)
- 80% of the candidates that start the program graduate within 2 years
- A journey level training plan is developed in 2019, with implementation to begin in 2020.
- Graduation completion rate; Target is >80%