

## How the Water **Works** for Leadership

Birmingham Water Works Board (BWVB) is committed to fostering an environment that facilitates and enhances skills training for our employees as well as our management team. BWVB has implemented four leadership programs, the Executive Leadership Program, the BWVB Leadership Development Program, the Pre-Supervisory Program and the New Supervisor Program.

The **Executive Leadership Development Program** was developed and designed to provide more extensive training incorporating our core competencies such as, customer focus, quality orientation, financial awareness, planning & organizing, leadership, people development, communication, initiative, accountability and integrity that management is rated against on their annual performance reviews. As well as the areas for development that were identified from the results of 360 assessments. The Executive Leadership Program consisted of four executives and eighteen managers that were committed to the implementation and success of this program.

The **BWVB Leadership Development Program** is designed to develop future leadership ability in the organization by equipping employees with the necessary knowledge, skills, and tools to achieve the company's vision and strategic objectives. The participants tackle actual organizational challenges by completing a work related team project that is approved by executive management. Employees devote many hours to research and other activities to provide management with solid recommendations for improving operational procedures, policies, and processes. These projects enable our team members the opportunity to gain more knowledge of company operations, as well as providing a clear understanding of the challenges that our management team constantly face. The outcomes of each teams' project is presented to BWVB management with their recommendation. The proven success by our leadership program can only be exemplified by the numerous approved projects by our executive management team.

Due to the success of the above program and the support of our Executive Management Team we launched a leadership development program for our supervisors. We realize our supervisors have a huge impact on employee performance and morale. Therefore, there is an expectation to operate with prudence and integrity that results in high productivity and quality. Though our supervisors are required to attend annual training classes that promote our organizational policies as well as our Service Theme and Standards including (Ethics, Safety, Courtesy, Positive Presentation and Image and Efficiency); the BWVB feels strongly this leadership program will further develop our supervisory staff in becoming more effective leaders.

BWVB strongly believes ongoing employee development is vital and necessary to continue to find ways to develop future leaders in our organization. The **Pre-Supervisory Program** is designed for hourly employees who are interested in promotion to supervisory positions. The program equips employees with the required knowledge, standards and prerequisites to become successful supervisors. The purpose of the program is to provide a realistic experience and practical application of supervision which will help each participant determine whether or not supervision is the correct career path for them. Once the participant has completed all required training, their final assignment is to supervise a department for 3 weeks with a manager or supervisor evaluating them during this tenure. The estimated time to complete the certificate program is 12 – 18 months.

Our **New Supervisor Program** is for employees that are promoted to supervisor positions. This program focuses on skills needed to be successful supervisors. Within the first six months they complete teambuilding and classes on leadership,, communication, delegation, setting smart based goals, problem solving, decision making and planning.)

By continuing to develop our leaders we will ensure success in all areas of our organization. We believe that our team members are our greatest resource and that their development will be the key driver for the future success of our organization.