



# **The Time is Now.....**

## **Creating Tomorrow's Utility Workforce**

NACWA Winter Conference

Carol Higley

JEA

February 7th, 2008



# Who is JEA?

- Combined electric, water and wastewater utility
- Approximately 2000 regular employees
- Largest municipal electric utility in Florida; 8<sup>th</sup> largest in the nation
- Serves more than 415,000 electric customers
- Second largest water and wastewater utility in Florida
- Serves more than 290,000 water customers and 230,000 wastewater customers, which is more than 80 percent of all water and wastewater utility customers in our service area

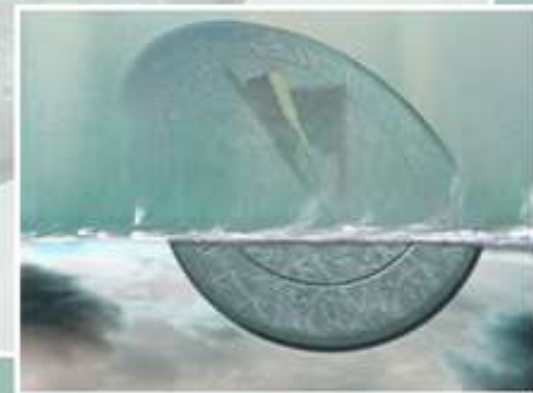




# JEA's Strategic Initiatives



- EMT developed four main areas that need to be balanced for a successful JEA
  - Financial Performance
  - Customer Expectations
  - Organizational Effectiveness
  - Community Responsibility
- Circle of Excellence

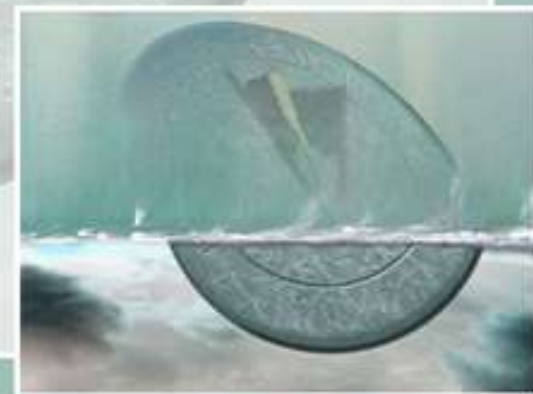




# JEA's Strategic Initiatives

## Organizational Effectiveness –

Do we have the right people, the right skills and the right organizational design to accomplish the job?







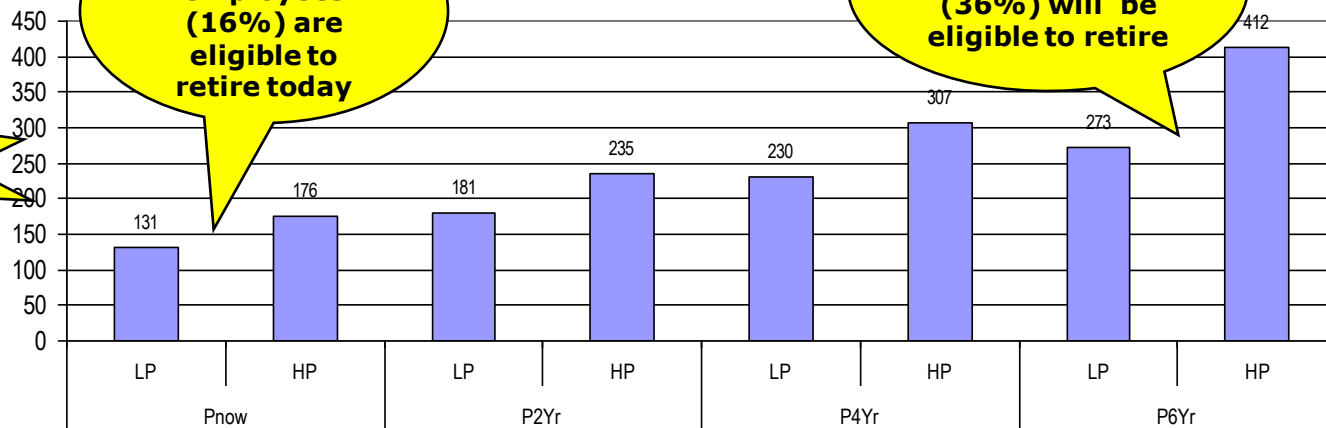
# Current Workforce Situation

**14%**

**307 employees (16%) are eligible to retire today**

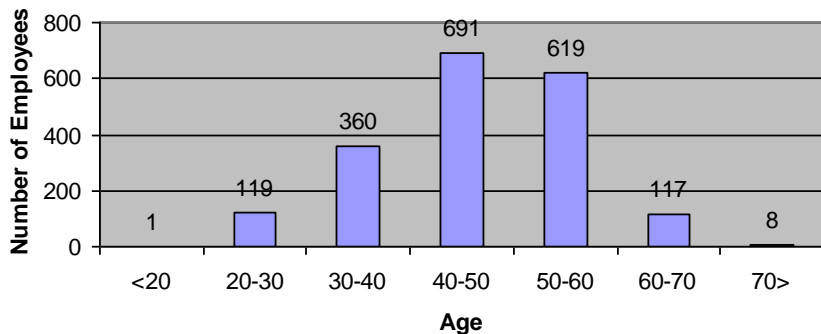
Employees Eligible for Retirement

**In 6 years, 685 employees (36%) will be eligible to retire**



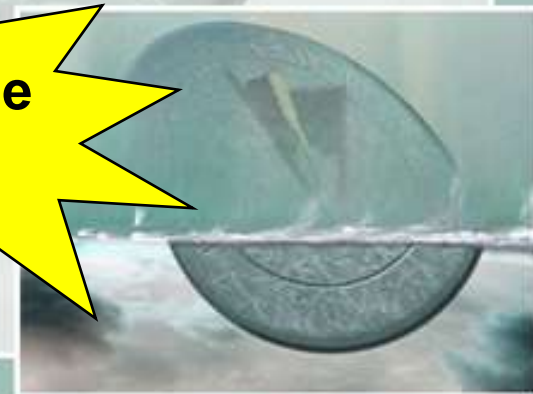
Low Potential (LP) = 20 yrs LOS & Age 55 or 10 yrs LOS & Age 65. High Potential (HP) = 30 yrs LOS or 20 yrs LOS & Age 65. Results are cumulative and LP may switch to HP over time. Does not include potential losses for other reasons.

Current Age of JEA Workforce



**Average age**

**46**





# **Increase prediction accuracy Water & Wastewater Systems**

- Employee interviews conducted:
  - Have you already planned your retirement date?
  - Are you considering a certain time period (such as within 4 years)?
  - What is the main reason you are choosing to stay with JEA?
  - Are you interested in career development opportunities?

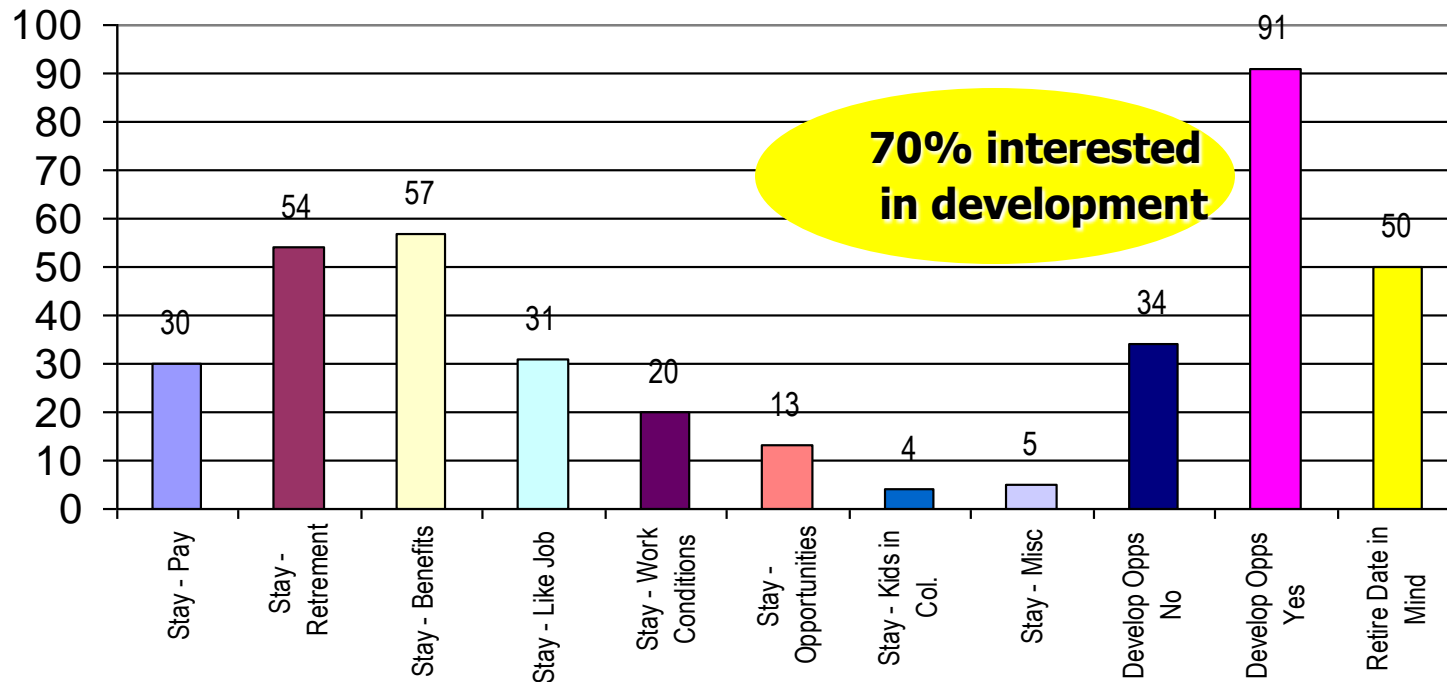




# Career Development

## Water & Wastewater Systems

Reasons for Staying at JEA



Based on Multiple Reasons in 130 Responses



# Employee Development Program

- Managerial and Leadership skills program
- Civil Service employee self nomination
- Management nomination
- Leadership potential assessment for selection
- Competency based curriculum
- Mentoring component
- **Home grown leadership talent pool**

W/WW Operator Maintainers

W/WW Mechanics

W/WW Dispatchers

Engineers

Project Administrators

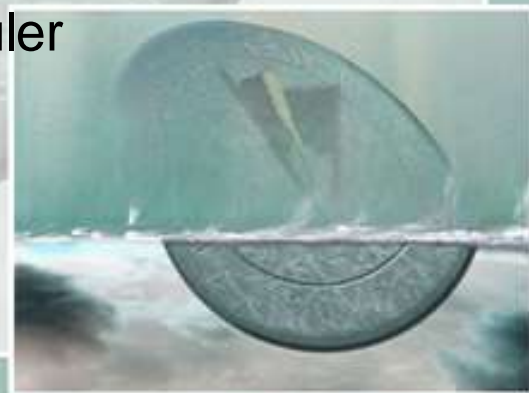






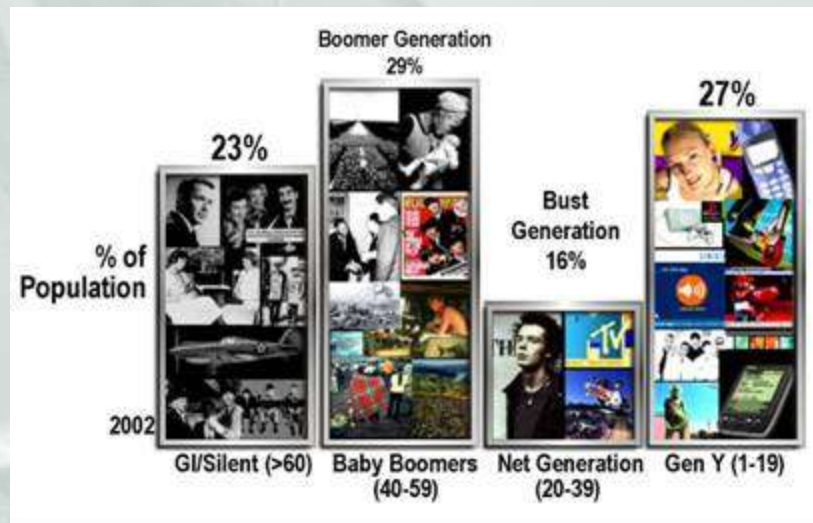
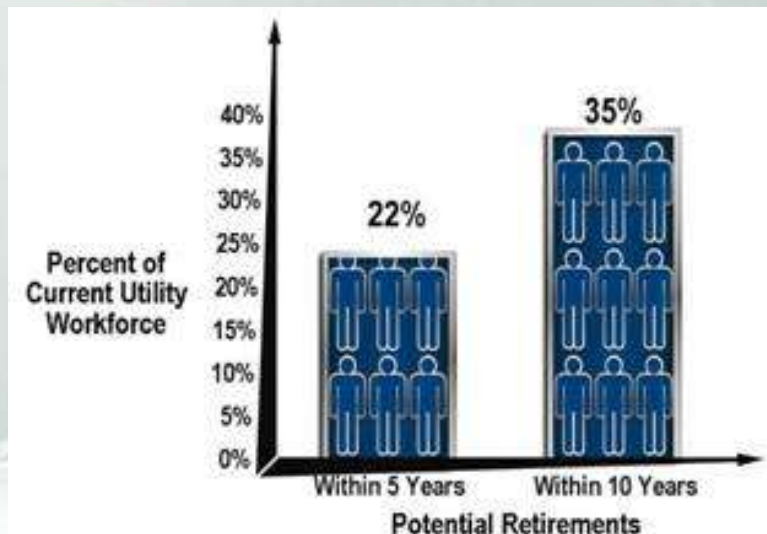
# Vital Positions

- Engineering
  - Bulk Power
  - Combustion turbine
  - Distribution
  - Fuels
  - Planning
  - Power plant
  - Relay
  - Standards
  - Transmission
  - Water & Wastewater
- Skilled Craft
  - Line Maintainer
  - Water/wastewater
    - Coordinator
    - Maintainer
    - Mechanic
    - Operator
    - Planner
    - Scheduler
- Technology
  - Security

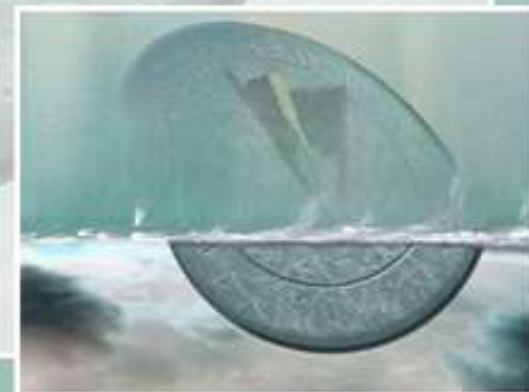
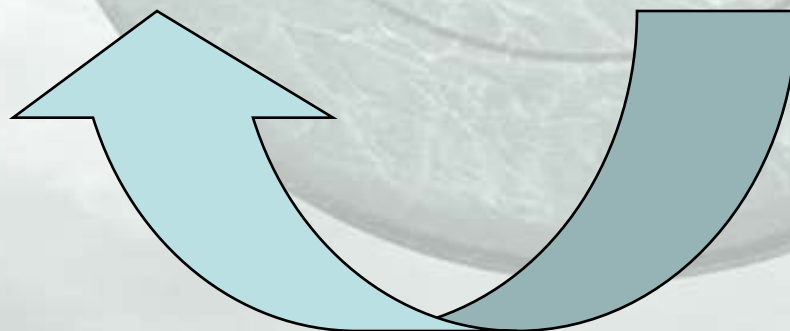




# Missing Generation



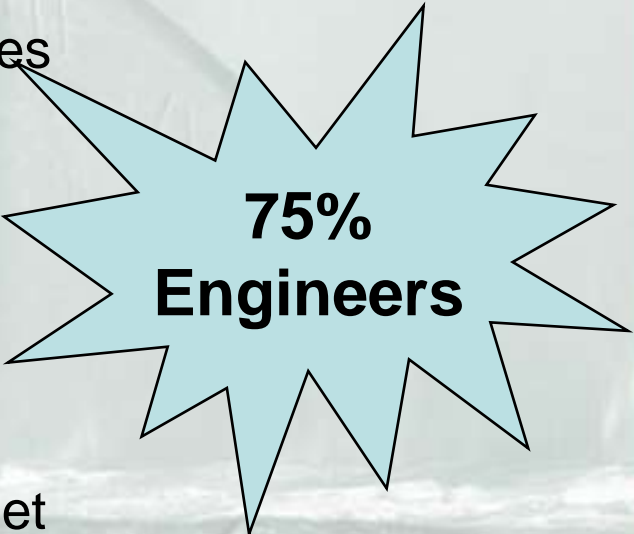
**AwwaRF study**





# Co-op Program Overview

- Defined meaningful Learning Objectives
  - Two Performance Reviews
- Mentoring Component
  - Two way feedback sessions
  - Ongoing day to day support
- Educational/networking events
  - Orientation/Manager meet and greet
  - Kick off event
  - Site tours of key facilities
  - Community Service Event (Jacksonville INROADS team)
  - End of Summer Presentations/Luncheon with CEO & EMT
- Diversity outreach - INROADS Program
  - 53% minority hiring; 15% female hiring



**75%  
Engineers**

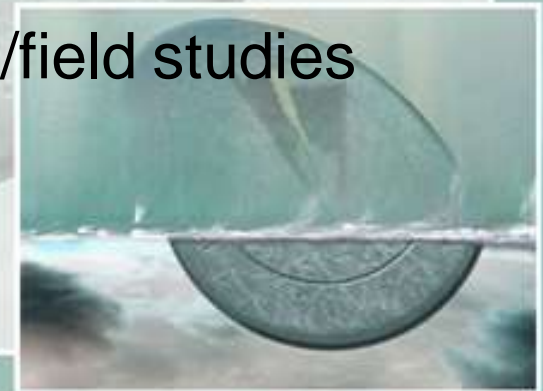




# University of North Florida Partnerships



- Student Ambassadors in the community
- Regional Science and Engineering Fair
- Jr. Engineer Technical Society (JETS) Competition
- Society of Women Engineers (SWE)
  - Introduce a Girl to Engineering
- Math Counts Competition
- Engineering Week – guest speakers/field studies





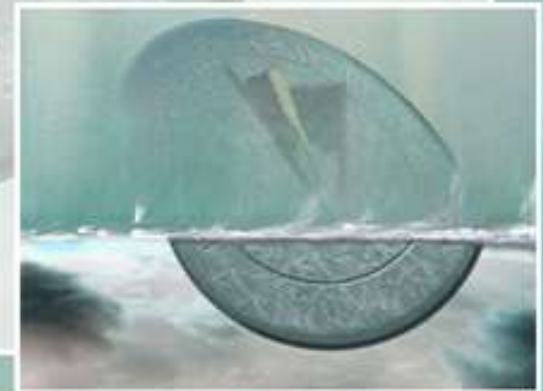


# Florida Community College of Jacksonville Partnerships

- National Girls Collaborative Project – advancing the agenda in gender equity for Science, Technology, Engineering and Math (STEM)
  - Girls Get IT
    - Promoting STEM education and careers
- Summer Camp GIS/GPS partnership
  - Amazing Race activity



FLORIDA  
COMMUNITY  
COLLEGE  
AT JACKSONVILLE





# FLORIDA's Educational Pipeline



In Florida, for every 100 ninth grade students ...



... 53 students graduate from high school four years later.



... 32 students immediately enter college.



... 24 students are still enrolled in their second year.

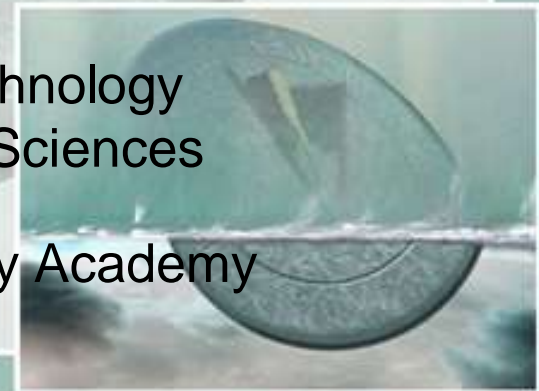


... 14 students graduate with either an associate's degree within three years or a bachelor's degree within six years.



# Secondary Partnerships

- A. Philip Randolph Construction Academy & IT Academy
- Allen D. Nease Academy of Mechanical Engineering
- Creekside Environmental and Urban Planning & Emerging Technologies
- Englewood Construction Academy
- Frank H. Peterson Academies of Technology
- Middleburg Academy of Architecture and Construction
- Orange Park Academy of Engineering and Design
- Pedro Menendez Academy of Architectural & Building Sciences
- Robert E. Lee Engineering Academy
- Sandalwood Academy of Information Technology
- Terry Parker Coastal and Environmental Sciences Academy
- William M. Raines Information Technology Academy

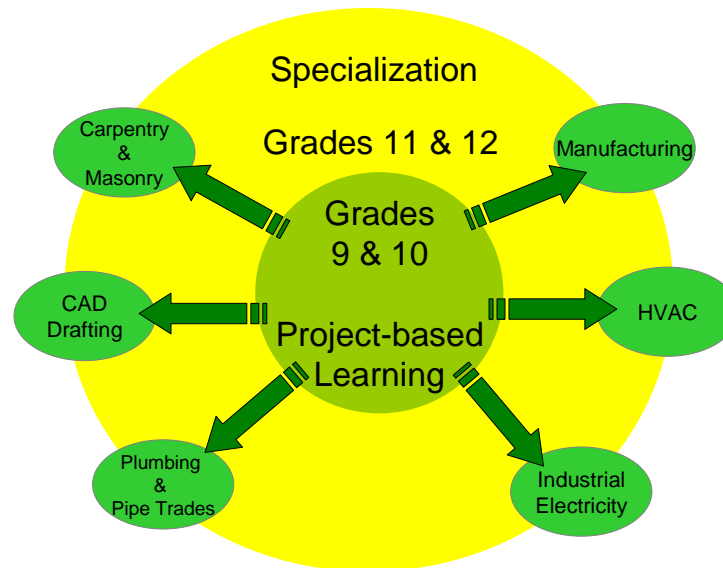




# High School Partnership

Energy, Manufacturing and Construction academy

**NCCER -  
National  
Center for  
Construction  
Education  
and Research**



**Recognized National Industry Certification**

**Dual Enrollment Opportunities**

**Advanced Placement in Apprenticeship Program**

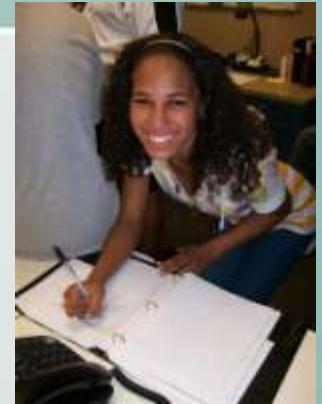




# Terry Parker – ACES

## Academy of Coastal and Environmental Sciences

- Go with the flow – interactive CD's for classroom
- PPE with duffle bag supplied for students
- Classroom Guest Speaker
- Classroom Field Studies Visit, Arlington East
- Advisory Board Educational Outing, Volusia County
- Legacy Project Partnership
  - St Johns River Water Management District







# Middle School Outreach

- Educating faculty and administration on Utility career options
- Career interest activity (things, ideas, data, and/or people)
- Magnet Mania business support
- Open house partnership feeding high schools
- Student hands on activities
  - Aquifer model
- STEM Reading Program
  - Motivational reading program via middle school libraries with a goal of increasing STEM literacy

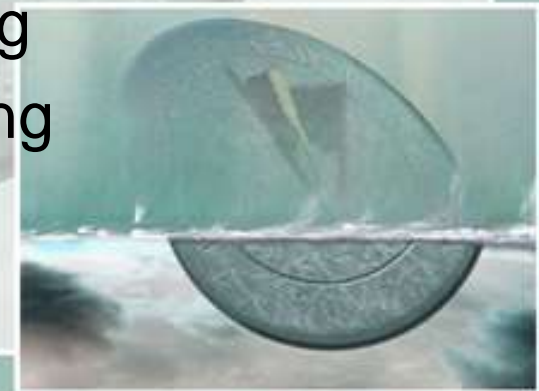






# Connecting through Mentoring

- Mentoring within Career Academies
  - SkillsUSA – Career and Technical Education
  - ACE Mentor Program – Engineering focus
- Mentoring within the Community
  - Planting the Seed Mentor Lunch/Youth Panel
  - Kesler Mentoring Connection training
  - Generational differences training
  - Take Stock in Children mentoring





# Florida's Water Future Workforce Strategic Initiative

Develop a strong, coherent strategic response to the workforce challenges through a clearinghouse of best practices, education, career awareness and promotion.

- Subcommittees

- Training and Education
- Career Marketing and Promotion
- Compensation Practices and Policies
- Staffing, Certification and Reciprocity
- Succession Planning and Knowledge Transfer
- Workforce Florida





# State Collaborative Effort

Workforce Florida Banner Centers - targeted industry focus

- The Center's mission is typically to:
  - Serve as a resource center for education and training in Florida
  - Promote industry related career opportunities
  - Facilitate ongoing communication between industry and educational institutions in Florida
  - Understand the needs and workforce issues of the targeted industry
  - Bring together industry, education, economic development, and workforce entities to help meet identified needs and resolve issues





# Contact Information

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