

# PUB Study Session

March 22, 2023



# Tacoma Public Utilities Workforce Development

**Tacoma Water:** Jennifer Airey, Shantel Broussard, Claire Litsky & Valerie Sowell

**Tacoma Power:** Alice Massara, Sheryl Brown, Rachel Dicken,  
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**Tacoma Rail:** Lori Daniels



# Agenda



## **Strategic Alignment**

Approach to Access



## **Recruitment & Outreach**

Outreach, Pipelines, & Pathways  
Partnerships & Collaboration  
Opportunities for the Future



## **Retention Strategies**

Programs for Internal Talent Pipeline  
Opportunities for the Future



## **Closing**

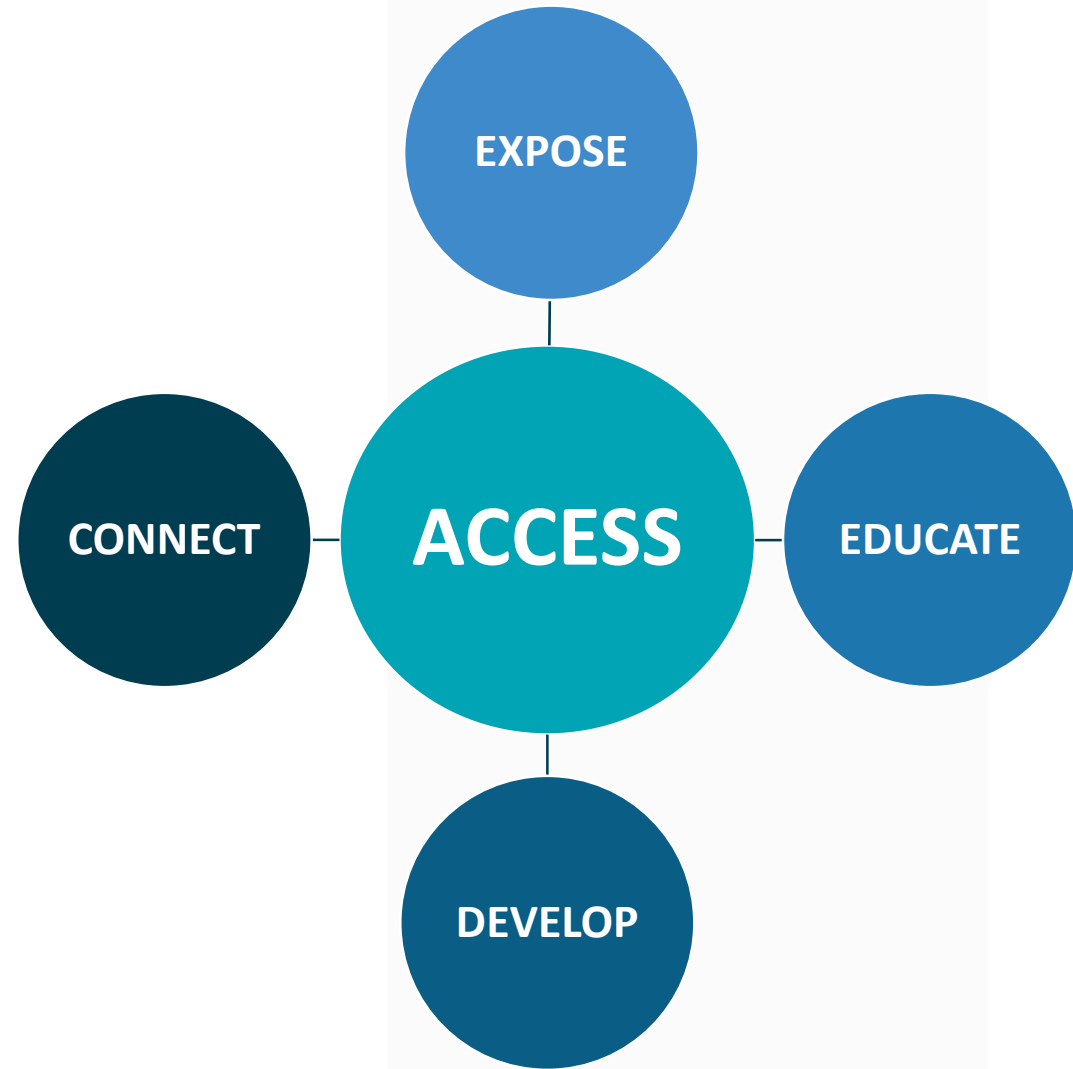
Questions & Answers

# Strategic Alignment

*SD1 – Equity & Inclusion*  
*SD12 – Employee Relations*  
*COT Resolution 39019*  
*COT Resolution 40622*

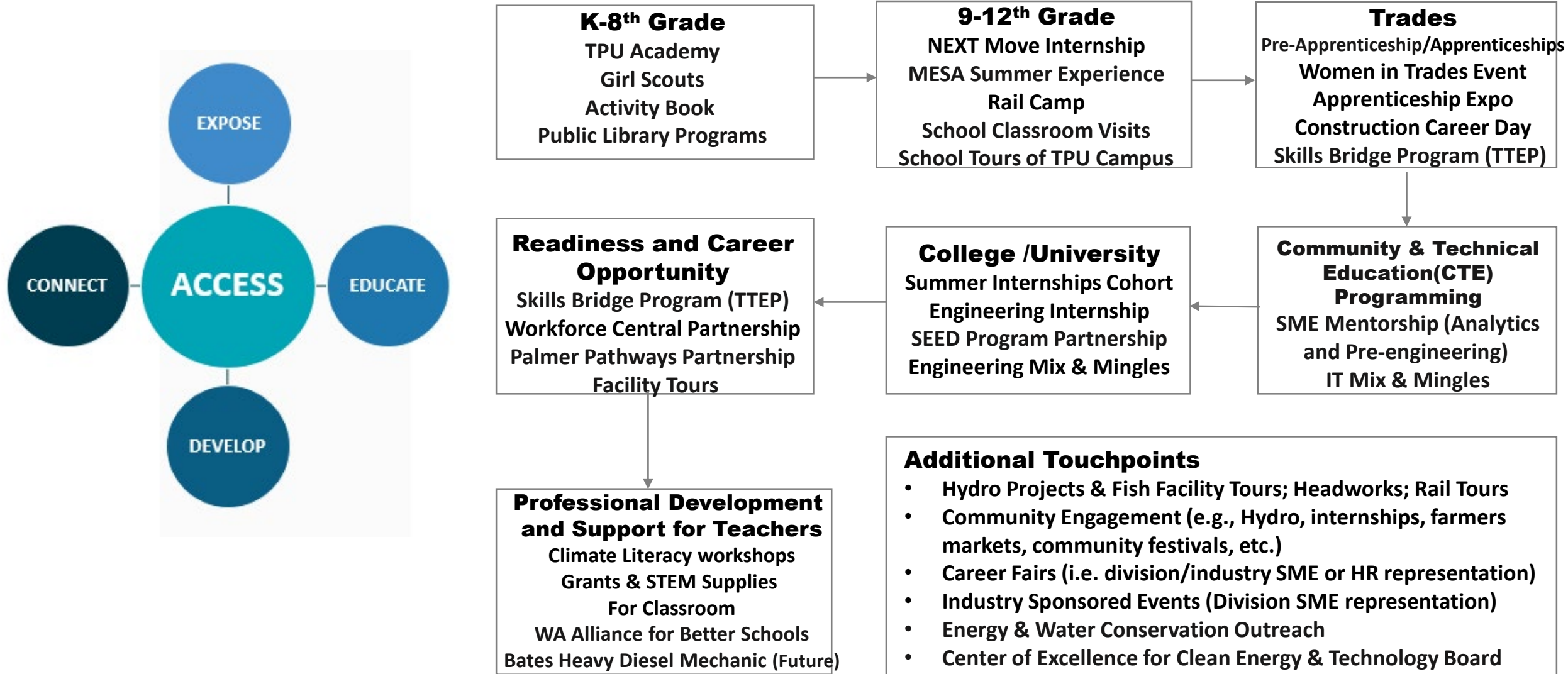


# Approach to Access



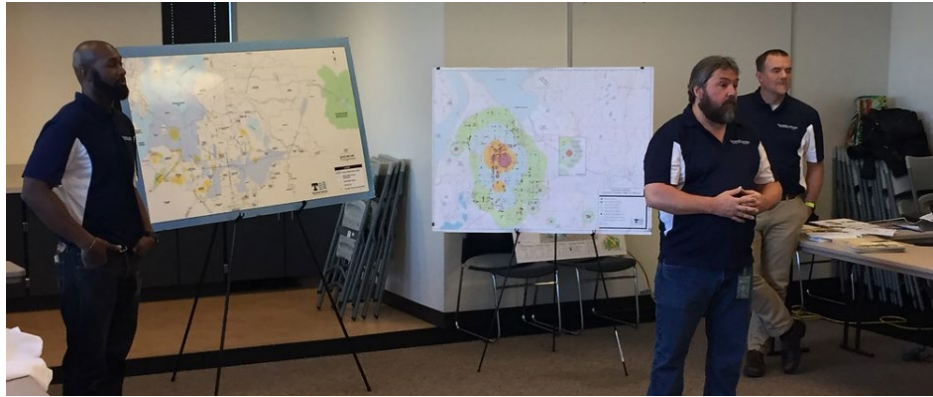


# Outreach, Pipelines, & Pathways





# Partnerships & Collaboration



# Opportunities For The Future

*Recruitment & Outreach  
Pipelines & Pathways*



HIRE TPU EDUCATION &  
OUTREACH MANAGER



ADDRESS RESOURCE  
CONSTRAINTS



BETTER ACCESS  
TO DATA



UTILIZE EQUITY  
INDEX TO INFORM  
STRATEGY



# Retention Strategies



What Are We  
Doing to Retain  
Employees  
Once They Are  
Here?

# Retention Strategy #1



## Understand Why Employees Stay and Why Employees Leave



- To **inform** how we address employee retention, turnover, and engagement
- To look at what we have learned so far from **another perspective**
- Exit & Stay Interviews - **a tool to dive deeper**

# Retention Strategy #2



## Develop an Internal Talent Pipeline



### Current Internal:

- TPU Mentor Program
- Director Mentoring Circle
- Executive Internship Program
- Leadership Engagement and Development Program (L.E.A.D.)
- Supervisor Advisory Team Workshops
- Elective Training (Outward Mindset (DIOM), etc)
- Water & Power Apprenticeships & Training Programs

### Current External:

- Tacoma-Pierce County Chamber Business Leadership Academy
- Willamette University Utility Management Certificate
- Western Energy Institute Business Acumen for Emerging Leader
- University of North Carolina Water & Wastewater Executive Leadership Course
- National Rail Training & Conferences (ASLRRA)

### Future Internal:

- City Aspiring Leaders Program
- TPU Succession Planning Program
- Power Job Rotation Program (*Kickoff June 2023*)
- Power Pre-Apprenticeship Program (*Kickoff 2024*)

# Retention Strategy #3



## Foster a Culture of Inclusion & Belonging



- Affinity Groups
- Equity Committees
- Supervisor Advisory Teams
- Create Opportunities To Educate & Promote Psychological Safety



# Opportunities For the Future

*Retention & Inclusion  
Employee Development Programs*



INTEGRATE INCLUSION &  
BELONGING STRATEGIES



INCREASE SUPPORT OF  
AFFINITY GROUPS & EMPLOYEE  
DEVELOPMENT PROGRAMS



ALIGN WORKLOAD AND  
PRIORITIES WITH  
EXPECTATIONS



ELEVATE EMPLOYEE  
EXPERIENCE FOR TPU

# Thank You!

Questions?

