

Table of Contents

Chapter 1

Executive Management 1

1.1 The Executive Team 2

1.1.1 Building an Effective Leadership Team 2

1.1.1.1 Diversity 3

1.1.1.2 Trust 5

1.1.1.3 Constructive Criticism and Idea Sharing 5

1.1.1.4 Commitment to Team Decisions 6

1.1.1.5 Willingness to Accept and Complete Assignments 6

1.1.2 Management versus Leadership 7

1.1.3 Organizational Health 8

1.1.4 Organizational Culture 9

1.1.4.1 Strategic Planning 11

1.2 Decision Making and Problem Solving 14

1.2.1 Making Decisions 14

1.2.1.1 Group Decision Making 16

1.2.1.2 Decision Levels 17

1.2.1.3 Decision-Making Process 18

1.2.2 Problem Solving 25

1.2.2.1 Recognize a Problem Exists 25

1.2.2.2 State the Problem 26

1.2.2.3 Develop Criteria 26

1.2.2.4 Weight the Criteria 26

1.2.2.5 Analyze the Problem 26

1.2.2.6 Generate Possible Solutions 28

1.2.2.7 Select the Optimal Solution 28

1.2.2.8 Put the Solution to Work 28

1.2.2.9 Evaluate and Adjust 28

1.2.2.10 Monitor Implementation 29

1.3 Communication 29

1.3.1 Types of Communication 31

1.3.1.1 Oral 31

1.3.1.2 Written 35

1.4 Managing People and Assets 37

1.4.1 Levels of Authority 38

1.4.2 Time Management 38

1.4.2.1 Control Interruptions 41

1.4.2.2 Organize Yourself 41

1.4.3 Delegation 42

1.4.4 Planning 44

1.4.4.1 Updating the Strategic Plan 45

1.4.4.2 Short-Term Planning 47

1.4.4.3 Setting Goals and Objectives 47

1.4.4.4 Preventive Maintenance 49

1.4.4.5 Inventory Control 51

1.4.4.6 Sampling and Analysis Plan 52

1.4.4.7 Management Assessment Programs 53

1.4.5 Organizational Structures 55

1.4.5.1 Contracting 57

1.5 Leading Change 59

1.5.1 Managing Change 61

1.5.1.1 Process of Change 62

1.6 Additional Resources 63

Chapter Review 64

Chapter 2

Asset Management 69

2.1 Asset Management Program 70

2.1.1 Planning 73

2.1.2 Common Issues 77

2.1.3 Implementation 78

2.1.3.1 Buy-In 79

2.1.3.2 Training 80

2.2 Level of Service 80

- 2.2.1 Developing LOS Agreements 83
 - 2.2.1.1 Goal Tracking 85
- 2.2.2 Economic Approach to Selecting LOS 86
- 2.2.3 LOS Communication 88
- 2.3 Asset Inventory and Condition Assessment 88**
 - 2.3.1 Defining Assets 90
 - 2.3.2 Types of Assets 91
 - 2.3.3 Asset Location 93
 - 2.3.4 Building an Asset Inventory 96
 - 2.3.4.1 Data Storage 97
 - 2.3.5 Asset Condition Assessment 98
 - 2.3.6 Asset Life 101
 - 2.3.7 Updates and Maintenance 102
- 2.4 Asset Criticality and Risk Assessment 102**
 - 2.4.1 Asset Failure 103
 - 2.4.2 Consequences of Failure 105
 - 2.4.3 Failure Risk Assessment 107
 - 2.4.4 Operation and Maintenance Schedule 113
 - 2.4.4.1 Maintenance 113
 - 2.4.5 Information Management Systems 116
- 2.5 Life-Cycle Costing 117**
 - 2.5.1 Components 118
 - 2.5.2 Operations Costs 121
 - 2.5.3 Repair, Rehabilitate, or Replace 122
 - 2.5.4 Capital Improvement Planning 125
 - 2.5.5 Business Case Evaluation 127
- 2.6 Long-Term Funding 128**
 - 2.6.1 Optimizing O&M Investments 129
 - 2.6.2 Optimizing Capital Investments 129
- 2.7 Adaptive Management 130**
 - 2.7.1 Tracking Performance Over Time 131
 - 2.7.2 Feedback 131
 - 2.7.3 Updating the Asset Management Program 132
- 2.8 Documentation and Recordkeeping 132**

- 2.9 Additional Resources 133

- Chapter Review 134

Chapter 3

Finances and Rates 139

- 3.1 Financial Management 140

- 3.1.1 Governance Structure 141

- 3.2 Utility Expenses 142

- 3.2.1 Operating Expenses 142

- 3.2.2 Capital Expenses 143

- 3.2.3 Contributions to Reserves 143

- 3.3 Funds and Funding Sources 145

- 3.3.1 Rates and Rate Setting 145

- 3.3.1.1 Rate Structure 145

- 3.3.1.2 Customer Classes 147

- 3.3.1.3 Rate Review 148

- 3.3.1.4 Billing Frequency 149

- 3.3.1.5 Affordability 149

- 3.3.2 Additional Revenue Sources 152

- 3.3.3 Loans and Grants 153

- 3.3.3.1 Bonds 154

- 3.3.3.2 Loans from Traditional and Private Lenders 155

- 3.3.3.3 Government Programs 155

- 3.4 Long-Term Financial Planning 157

- 3.4.1 Long-Term Financial Plan Capital Expenditures 157

- 3.4.1.1 Capital Improvement Plans 158

- 3.4.1.2 Inflation 160

- 3.4.2 Operating Expenditures 161

- 3.4.3 Revenue 162

- 3.4.4 Long-Term Financial Plan Review 162

- 3.5 Partnerships 163

- 3.5.1 Other Utilities 163

- 3.5.2 Private Contractors and Vendors 164

3.6 Financial Controls 166**3.6.1 Utility Budgets 166**

3.6.1.1 Formats 167

3.6.1.2 Budget Phases 167

3.6.2 Financial Policies 169

3.6.2.1 Addressing Bad Debt 170

3.7 Monitoring Finances 170**3.7.1 Financial Reports 171****3.7.2 Measuring Financial Stability 172****3.8 Additional Resources 173****Chapter Review 174****Chapter 4****Resiliency, Sustainability, and Security 179****4.1 Preparation, Mitigation, and Recovery 180****4.2 Resiliency 180****4.2.1 Resilience Planning 181**

4.2.1.1 Preparation 186

4.2.2 AWIA Requirements 187**4.2.3 Risk and Resiliency Assessment 188**

4.2.3.1 Vulnerability Assessment 190

4.2.4 Emergency Planning 190

4.2.4.1 Emergency Response Plan 191

4.2.4.2 Communication 194

4.2.4.3 Authority and Delegation 196

4.2.4.4 Hazardous Material and Chemical Release Response Plans 197

4.2.4.5 Emergency Action Report 198

4.2.4.6 Emergency Response Plan Training Programs 199

4.2.5 Developing Action Plans 200**4.2.6 Engaging Stakeholders and Experts 201****4.3 Sustainability 202****4.3.1 Financial Sustainability 203****4.3.2 Environmental Concerns 203**

4.3.2.1 Energy 204

4.3.3 Innovation and Failure Response 204**4.3.4 Resource Limitations 206****4.4 Security 206****4.4.1 Utility Protection 207****4.4.2 Cybersecurity 209**

4.4.2.1 Cybersecurity Culture 213

4.5 Additional Resources 216**Chapter Review 217****Chapter 5****Workforce Development and Community Engagement 221****5.1 People Serving People 222****5.2 Workforce Planning and Development 222****5.2.1 Workforce Planning 222**

5.2.1.1 Time and Work Order Tracking 222

5.2.1.2 Short- and Long-Term Planning 224

5.2.1.3 Employee Retention Rate Tracking 225

5.2.1.4 Use of Consultants 226

5.2.2 Workforce Development 226

5.2.2.1 Hiring Strategies 227

5.2.2.2 Employee Retention Strategies 232

5.2.2.3 Employee Development 238

5.2.3 Supervising 243

5.2.3.1 Hiring and Promoting 244

5.2.3.2 Safety 246

5.2.3.3 Highly Functioning Teams 247

5.2.3.4 Fostering Communication 248

5.2.3.5 Disciplinary Action 248

5.2.3.6 Budgeting and Workforce Planning 249

5.3 Community Engagement 250**5.3.1 Transparency and Accountability 251****5.3.2 Relationships with Key Community Stakeholders and Representatives 251****5.3.3 Communication Methods 252****5.3.4 Staff as Organization Ambassadors 253****5.3.5 Strategic Plan 253**

5.3.6 Partnerships with High Schools
and Colleges 253

5.3.7 Utility Publications 254

5.4 Overall Implementation Strategies 254

5.5 Additional Resources 257

Chapter Review 258

Answer Key 261

Glossary 263

Index 267

Index

The letter f following a page number denotes a figure and the letter t following a page number denotes a table.

- A**
- Accountability, 44, 56, 247, 250, 251
 - Active listening, 8
 - American Society of Civil Engineers (ASCE) infrastructure report, 70
 - American Water Works Association (AWWA), 54
 - America's Water Infrastructure Act (AWIA), 182, 187, 188f
 - Appurtenance, 91
 - Asset failure
 - asset age, 103–104
 - asset condition, 104
 - capacity, 103
 - experience with similar assets, 104
 - financial inefficiency, 103
 - historical knowledge, 104
 - level of service, 103
 - mortality, 103
 - operation and maintenance history, 104
 - repair history, 104
 - Asset management program
 - adaptive management
 - feedback, 131–132
 - overview, 130–131
 - tracking performance over time, 131
 - updating the program, 132
 - common issues, 77
 - computer maintenance management systems (CMMS), 71
 - criticality and risk assessment, 102–113
 - development of, 72, 73f
 - documentation and recordkeeping, 132–133
 - Environmental Protection Agency (EPA), 70
 - implementation
 - bottom-up approach, 78
 - buy-in, 79–80
 - top-down approach, 78
 - training programs, 80
 - information management systems, 116–117
 - inventory and condition assessment, 88–102
 - level of service (LOS) agreement, 72
 - assessing quantitative metrics, 82
 - benefits, 81
 - communication, 88
 - development of, 83–85
 - economic approach, 86–87, 87f
 - goal tracking, 85–86
 - utilities, 81t, 82
 - life-cycle costing, 73
 - business case evaluation, 127–128
 - capital improvement planning, 125–127, 126f
 - components, 118–121
 - operations costs, 121–122
 - repair, rehabilitate, or replace, 122–125
 - utility cost distribution, 119, 119t
 - long-term funding
 - capital investments, 129–130
 - O&M investments, 129
 - O&M activities, 71
 - operation and maintenance schedule, 113–115
 - planning, 73–77
 - reactive maintenance, 71
 - water and wastewater services, 70, 71f
 - Assets
 - condition assessment, 98–101, 99t
 - consequences of failure (COF), 105–107
 - data storage, 97–98
 - definition, 90
 - failure, 103–105
 - hierarchical structure, 92, 92f
 - inventory, 96–98
 - life, 101
 - linear and vertical assets, 90, 91f
 - location, 93–96, 94f
 - probability of failure (POF), 99
 - risk assessment, 107–113, 107t, 108f, 112f
 - types of, 91–93
 - updates and maintenance, 102
 - Authority, 164, 169, 193, 196–197, 246
 - Automated metering infrastructure (AMI) systems, 149
- B**
- Backup, 76, 78, 83, 107, 110, 111, 116, 165, 185, 216
 - Benchmarking, 54, 55
 - Bottom-up communication, 30
 - Budgeting process, 167
 - Budgets
 - formats, 167
 - phases, 167–169, 168f
 - prioritization, 167
 - Building Cost Index (BCI), 161
- C**
- Call date, 154
 - Capital expenditures
 - capital improvement plan (CIP), 157–160
 - inflation, 160–161
 - preventive maintenance, 157
 - rehabilitation and replacement, 158
 - Capital improvement plan (CIP), 84, 118, 124–127, 126f, 157–160, 203, 222
 - Certified public accountant (CPA), 142
 - CISA. *See* US Cybersecurity & Infrastructure Security Agency
 - Clean Water Act, 204
 - Clean Water State Revolving Fund (CWSRF), 156
 - Coastal Resilience program, 186
 - Communication
 - bottom-up communication, 30
 - components, 30
 - effective communication, 30, 31
 - oral
 - availability, 33
 - conducting meetings, 33–34
 - effective listening, 32–33
 - face-to-face communication, 31
 - giving presentations, 34
 - top-down communication, 30
 - types of, 32f
 - written
 - reading, 35–36
 - scanning, 35, 36f
 - skimming, 35, 36f
 - surveying, 35, 36f
 - writing, 36–37
 - Community Awareness and Emergency Response (CAER) program, 198
 - Community Development Block Grant (CDBG) program, 156
 - Community engagement
 - to build partnership, 250
 - communication methods, 252
 - community stakeholders, 251–252
 - partnerships with high schools and colleges, 253–254
 - representatives, 251–252
 - staff, 253
 - strategic plan, 253
 - transparency and accountability, 251
 - utility leadership, 250–251
 - utility publications, 254

Competent person, 172
 Compliance, 19, 52, 53, 57, 58, 80, 84, 87, 133, 142, 156, 163, 169, 187, 197, 215
 Computer maintenance management system (CMMS), 51, 71, 92, 100, 116, 117, 120, 127, 129, 131, 132
 Consequence of asset failure (COF)
 collateral damage, 106
 environmental impacts, 106
 financial cost of repair/replacement, 105
 legal costs, 106
 public health impacts, 106–107
 reduction in LOS, 107
 social impacts/costs, 105–106
 Consumer Price Index (CPI), 149, 160, 161
 Continual improvement management process, 255–256, 256f
 Contracting
 advantages, 57
 development and management, 57–59
 limitations, 57
 opportunities, 57
 Coverage ratio, 172
 COVID pandemic, 31
 Cybersecurity
 asset inventory, 212, 213f
 CISA's report, 210, 212
 components, 212t
 general manager/director, 214
 IT lead, 215–216
 liability insurance policy, 209
 operational technology (OT) systems, 210
 prevent ransomware attacks, 209, 210t
 programmable logic controllers (PLCs), 209
 risks and resources, 211f
 security program manager, 215
 virtual private networks (VPNs), 209

D

Days of working capital (DOWC), 172
 Debt service, 76, 142–144, 154, 157, 162, 168, 172
 Debt service coverage ratio (DSCR), 172
 Decision making process
 communication, 21
 decision levels, 17–18, 18f
 develop and evaluate alternatives, 20–21
 develop criteria, 19
 framing, 18–19
 gather information, 20
 group decision making, 16–17
 hard decisions, 15
 ideal circumstances, 15
 implementation, 21
 management control decisions, 17
 operational decisions, 17
 outcomes, 22
 overview, 14–15

strategic decisions, 17
 time implementation, 21–22
 transactional decisions, 17
 weight the criteria, 19–20, 20t
 Delegation, 42–44, 196–197, 245
 Depreciation, 143
 Drinking Water State Revolving Fund (DWSRF), 155–156

E

Economic Development Administration's Public Works program, 156
 Effective business writing, 36–37
 Eisenhower matrix, 40, 40f
 Emergency action report, 198–199
 Emergency planning
 authority and delegation, 196–197
 chemical release response plans, 198
 communication, 194–196
 emergency action report, 198–199
 emergency response plan (ERF), 191–194
 executive team (ET), 191
 exercises, 200
 gas chlorination system, 191
 OSHA regulations, 197
 response plan training programs, 199–200
 Employee empowerment and recognition, 8
 Engineering News-Record (ENR), 161
 EPA (United States Environmental Protection Agency), 70, 87f, 93, 101, 122, 124, 129, 155, 156, 187, 195, 197, 198, 204, 207, 209
 Executive team
 leadership
 commitment to team decisions, 6
 constructive criticism, 5–6
 diversity, 3–4
 emotional competence, 3, 4f
 emotional intelligence, 3
 idea sharing, 5–6
 management *vs.*, 7–8
 trust, 5
 willingness to accept and complete assignments, 6–7
 management *vs.* leadership, 7–8
 organizational culture
 customer servants, 10–11
 fair, 11
 healthy, 11
 innovative, 10
 safe, 11
 statements that define, 9–10
 stewards of a public trust, 10
 strategic planning, 11–14, 12f
 sustainable operation, 11
 organizational health, 8–9
 stewardship, 2

F

Face-to-face communication, 31
 Federal Emergency Management Agency's (FEMA) Flood Mitigation Assistance, 186
 Financial management
 adequate capital spending, 172
 annual financial reports, 171–172
 asset management, 140
 budgets
 formats, 167
 phases, 167–169, 168f
 prioritization, 167
 budget tracking report, 172
 days of working capital (DOWC), 172
 debt service coverage ratio (DSCR), 172
 financial policies, 169–170
 funds and funding sources
 affordability, 149–151
 billing frequency, 149
 customer classes, 147
 rate review, 148–149
 rate structure, 145–147, 148f
 governance structure, 141–142, 141t
 loans and grants
 benefits, 154
 bonds, 154
 borrowing money, 154
 debt, 153
 drawbacks, 154
 government programs, 155–157
 traditional and private lenders, 155
 long-term financial planning
 capital expenditures, 157–161
 operating expenditures, 161–162
 revenue, 162
 review, 162
 monitoring, 171
 non-fee revenue sources, 153
 revenue sources, 152
 utility executives, 140
 utility expenses
 capital expenses, 143
 contributions to reserves, 143–144
 operating expenses, 142–143
 Fixed costs, 142
 Full-scale exercises, 200
 Functional exercises, 200
 Funds and funding sources
 affordability, 149–151
 billing frequency, 149
 customer classes, 147
 rate review, 148–149
 rate structure, 145–147, 148f

G

Geographic information system (GIS), 93, 94, 100, 101, 164

H

Hazard Communication Standard (HCS),
197

L**Leadership**

- commitment to team decisions, 6
- constructive criticism, 5–6
- diversity, 3–4
- emotional competence, 3, 4f
- emotional intelligence, 3
- idea sharing, 5–6
- management *vs.*, 7–8
- trust, 5
- willingness to accept and complete assignments, 6–7

Leading change

- change management, 61–63
- cultural change in organizations, 59, 60f
- identify opposition, 60
- innovators, the majority, and laggards, 61, 61f
- process of change, 62–63
- revolution and evolution pathways, 59, 59f
- update documentation, 60

Level of service (LOS) agreement, 72

- assessing quantitative metrics, 82
- benefits, 81
- communication, 88
- development of, 83–85
- economic approach, 86–87, 87f
- goal tracking, 85–86
- utilities, 81t, 82

Life-cycle costing, 72,73,74, 89, 117–121, 126, 159

- business case evaluation, 127–128
- capital improvement planning, 125–127, 126f
- components, 118–121
- operations costs, 121–122
- repair, rehabilitate, or replace, 122–125
- utility cost distribution, 119, 119t

Loans and grants

- benefits, 154
- bonds, 154
- borrowing money, 154
- debt, 153
- drawbacks, 154
- government programs, 155–157
- traditional and private lenders, 155

Long-term financial planning

- capital expenditures, 157–161
- operating expenditures, 161–162
- revenue, 162
- review, 162

Long-term funding

- capital investments, 129–130
- O&M investments, 129

M

Management assessment profile (MAP), 54

Management *vs.* leadership, 7–8

Mutual-aid agreements, 187

N

National Incident Management System (NIMS), 193–194

National Terrorism Advisory System (NTAS), 207, 209

Non-fee revenue sources, 153

NPDES permit (National Pollutant Discharge Elimination System permit), 165

O**Occupational Safety and Health**

Administration (OSHA), 197, 198

Oral communication

- availability, 33
- conducting meetings, 33–34
- effective listening, 32–33
- face-to-face communication, 31
- giving presentations, 34

OSHA (Occupational Safety and Health Administration), 197, 198

P**Partnerships**

- private contractors, 164–166
- utilities, 163–164
- vendors, 164–166

People and assets

- contracting, 57–59
- delegation, 42–44
- levels of authority, 38
- organizational structures, 55–59
- planning, 44–55
- time management, 38–42

Pipeline Assessment Certification Program (PACP), 100

Plan, Do, Check, Act (PDCA), 255–256, 255f

Planning

- goals and objectives, 47–49
- inventory control, 51–52
- management assessment programs, 53–55
- preventive maintenance, 49–50
- principles, 44–45, 45f
- sampling and analysis plan, 52–53
- short-term planning, 47
- update strategic plan, 45–46
- work scheduling, 49

Predictive maintenance, 50, 113

Preventive maintenance, 49–50, 71, 85–87, 89, 99, 101, 103, 105, 113–116, 129, 157

Private contractors, 164–166

Proactive maintenance, 50, 114, 131

Probability of failure (POF), 99

Problem solving

- analysis, 26–28
- develop criteria, 26
- diagramming, 27–28, 27f
- evaluate and adjust, 28–29
- monitor implementation, 29
- optimal solution, 28
- possible solutions, 28
- principles, 25
- recognition, 25–26
- solution to work, 28
- state the problem, 26
- weight the criteria, 26

R

Reactive maintenance, 50, 71, 86, 101, 113, 114, 116

Resiliency

- action plans, 201–202, 202t
- adaptation, 185
- asset management, 183
- AWIA requirements, 187, 188f
- emergency planning, 190–200
- monetary valuations, 184
- mutual-aid agreements, 187
- overview, 180
- preparation, 186–187
- resilience planning, 180–186
- risk and resiliency assessment, 188–190
- stakeholders and experts, 201–202
- vulnerability assessment, 190
- water resilience framework, 180, 181f

Responsibility, 6, 9, 13, 31, 38, 42–44, 55, 56, 58, 62, 70, 81, 90, 140, 155, 164, 165, 171, 180, 195, 199, 202, 205, 207, 232, 239, 241–244, 247

Revenue sources, 152

Rural Community Assistance Partnership (RCAP), 171

S

Safe and Affordable Funding for Equity and Resilience Program (SAFER), 182

Safe Drinking Water Act (SDWA), 182

Sanitary sewer overflows (SSOs), 86

SCADA system (supervisory control and data acquisition system), 125, 143, 206

Security

- cybersecurity, 209–216
- SCADA systems, 206
- utility protection, 207–209, 208f

- Short-and long-term planning
 - advancements in IT and OT, 225
 - annual review of organization, 225
 - capital improvement and O&M programs, 225
 - leadership skills, 225
 - legislation, codes, and safety requirements, 225
 - regulatory changes, 224–225
 - Stewardship
 - community, 222, 254
 - environmental, 204
 - financial, 140, 203
 - organizational culture, 10
 - resiliency, 180
 - security, 180
 - sustainability, 180, 202
 - utility leaders, 2
 - workforce, 222
 - Strategic planning, 12f
 - definition, 11
 - mission statement, 11–12
 - strategic goals, 14
 - values, 13–14
 - vision of, 13
 - Supervision
 - budgeting and workforce planning, 249
 - characteristics and qualities, 243
 - disciplinary action, 248–249
 - fostering communication, 248
 - highly functioning teams, 247–248
 - hiring and promoting
 - employee promotions, 245–246
 - first-line workers, 244
 - mechanical maintenance, 244
 - meetings, 245
 - performance evaluations, 245
 - probation, 245
 - training, 244–245
 - safety, 246–247
 - terminations, 249
 - Supervisory control and data acquisition (SCADA) systems, 143, 206
 - Sustainability
 - capital improvement plan (CIP), 203
 - energy, 204
 - environmental concerns, 204–205
 - financial sustainability, 203
 - innovation and failure response, 204–205
 - overview, 202–203
 - resource limitations, 206
- T**
- Tabletop exercises (TTXs), 200
 - Time management
 - ABC prioritization, 39
 - control interruptions, 41
 - Eisenhower matrix, 40, 40f
 - organize yourself, 41–42
 - visual prioritization method, 39, 39f
 - weighted scoring, 39
 - Top-down communication, 30
 - Tuberculation, 99
- U**
- US Cybersecurity & Infrastructure Security Agency (CISA), 210
 - Utility expenses
 - capital expenses, 143
 - contributions to reserves, 143–144
 - operating expenses, 142–143
- V**
- Variable costs, 142
 - Vendors, 164–166
- W**
- Water and Waste Disposal Loan and Grant program, 156
 - Water and wastewater utilities, 163, 183t
 - Water Finance Innovation and Funding Act (WIFIA), 156
 - Water Pollution Control Act (WPCA), 203
 - Workforce development
 - employee development
 - career ladders, 239, 240f
 - discipline, 242
 - evaluations, 241
 - individual development plans, 239, 241
 - low performance and problem behaviors, 241–242
 - employee retention strategies
 - career/professional development opportunities, 232
 - compensation, 235
 - cultural value mismatch, 232
 - employee assistance programs (EAPs), 237–238
 - exit interviews, 238
 - fairness and inclusion, 236–237
 - flexible hours and remote work, 235–236
 - harassment prevention training, 237
 - onboarding experience, 232, 233
 - poor management practices, 232
 - probation period, 234
 - promotions, 235
 - reciprocal respect, 234
 - recognition, 234
 - supervision, 233
 - unions, 238
 - working conditions, 236
 - hiring strategies
 - consulting references, 231
 - DEI programs, 228
 - diverse workforce, 227–228
 - documentation, 232
 - early-career employees, 230–231
 - identifying qualities, 230
 - job classifications, 230
 - minimizing bias, 228–230
 - Workforce planning
 - capital improvement plans (CIPs), 222
 - consultants and temporary staff, 226
 - employee retention rate tracking, 226–227
 - level of service (LOS) reviews, 222
 - short-and long-term planning, 224–225
 - time and work order tracking, 222–224
 - Written communication
 - reading, 35–36
 - scanning, 35, 36f
 - skimming, 35, 36f
 - surveying, 35, 36f
 - writing, 36–37