



WATERLOSS EUROPE 2017

workshop, conference & exhibition

Knowledge and Skills

Skillsets for water loss management

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1. Current issues

- Ever increasing environmental pressure on water resources
- Ageing infrastructure
- Environmental, regulatory, legislative and commercial change
- Drive for increased efficiency, reducing the cost of water
- Recruitment, retention and age profile of employees
- All these factors have influenced learning and development evolution

BUT

- Is skill and knowledge development keeping pace with the current issues?
- Are we doing things right?... Not just doing the right things!



2. Emerging and future issues

- New technology, new sensors, new data
- Advanced Analytics, Business Intelligence and Real Time Visualisation
- Continual innovation
- Age profile within the industry
- All these present both a challenge and an opportunity

Key questions:

- How do we incorporate these new technologies into BAU processes?
- What skills and knowledge will be required to realise the full benefit?





3. Risk

- Risk of becoming dazzled or distracted by the emerging technology
- We forget the importance of the hands-on management, operation and maintenance of the network
- Quality of installed infrastructure could leave a lasting and frustrating legacy
- Skill and knowledge play a large part, BUT, behaviour can also be a significant influencer
- QA Systems and External Assurance may not now be fit for purpose

4. The age old consequences...



5. Where should we focus?

- It is all about PEOPLE, no matter which part of the value chain
- Analysis
- Design
- Network Operations
- Leak Detection
- Construction activities (R&M, Rehab and new infrastructure)



6. And why?

We need confidence

- That the right decisions are being made
- In the quality and performance of service and technology providers
- In the management of contracts and contractors
- In the quality of workmanship
- That value for money is being achieved
- That we are doing things right

How confident are you?



7. Case Study – UK Water Company

- Business ambition to achieve upper quartile sector performance
- Achieve all regulatory and business outcomes and targets
- Major programme covering customer diagnostics, leakage, business planning and resources, fieldwork and people
- Specific project aimed at people, covering fieldwork and leakage
- Key deliverables from a people perspective
- Focus on skill, knowledge and competency through assessment and coaching carried out by 6 independent coaches

8. Case Study – what did we learn?

- High level of knowledge, skill, experience and passion exists
- Highlighted many gaps
- Teased out those areas where people lacked confidence and a surprising degree of frustration
- Exposed areas where SOPs and SSOW were outdated
- Highlighted where existing training, learning and development strategies were not working or having the desired outcomes
- Informed training and development needs (high proportion of coaching and mentoring as it turned out)
- Exposed many opportunities to improve business process and operational efficiency (subtle parallel stream of benefits)

9. Options for gaining knowledge and skill

- Join a professional body (in the UK we have the Institute of Water)
- Membership of the IWA is an obvious choice
- Participate in Continuing Professional Development (CPD)
- Technical or academic learning route through Universities
- Workplace oriented learning route – Nationally recognised NVQs, through external and internal training courses and assessment
- Personalised training experiences with continuous learning
- Utilise experienced, knowledgeable and competent coaches and mentors





10. To summarise

- A high level of knowledge, skill and passion exists within the sector
- Traditional training approaches may not be as effective as you think
- Opportunity exists to improve, we need to consider a fresh approach considering the emerging technology
- Learning and Development programmes must be sustainable
- Coaching and mentoring are very powerful techniques

Finally

- Don't under estimate the value and importance of your people
- Do strive to do things right, not just do the right things

Thank you

Jon Daniels, Jon Daniels Ltd.



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