Challenge for Human Resource Development – Toward Sustainable Water Supply

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outlines

- Human Resource of Water Works in Taiwan
- Challenges for Human Resource Development
- Human Resource Management-to find right men do right things
- Prospecting the Future
Human Resource of Water Works in Taiwan

- Water Source
- Catchment Areas
- Water Dams
- Water Intakes
- Water Purification Plants
- Booster Stations
- Clean Water Tanks
- Water Trunks
- Water Distribution System

Capacity of distribution reservoirs: 412,000 CMD

Stiffs of Water Works ≈ 7000
- Taiwan Water Company ≈ 5500
- Taipei Water Department ≈ 1050
- Other Water Works ≈ 450

Total length of pipeline: 68,500km

Comparison Average Age of Staffs

<table>
<thead>
<tr>
<th>Year</th>
<th>Water Works</th>
<th>Public Enterprises</th>
<th>Public Servants</th>
<th>Administrations</th>
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<td>2011</td>
<td>47.47</td>
<td>48.02</td>
<td>43.19</td>
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<td>2014</td>
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<td>2015</td>
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<td>48.05</td>
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Comparison of Education Level with TWD

- Masters and up
- Bachelors
- Colleges
- Senior school
- Junior high school

Challenges for Human Resource Development

- Globalization-Economy, Climate Change...
- New Skills and Technologies
- Managing change-GIS, SCADA, DMAs...
- Human and Intellectual capital
- Teamwork and Workforce Partnerships
- Customer and Market Response
- Budget and Cost containment
Managing change-GIS, SCADA, DMAs...

• Attracting and Understand
• Education and Training
• Testing and applying
• Evaluation and Adjustment
• Competition and Encouragement

Budget and Cost containment

• Organization Downsizing
• Creates Reorganization for Efficiency
• Forces Outsourcing
• Encourages Temporary Workforce
  – Volunteers
  – Temporary Workers
  – Contract Employees/Leasing
HUMAN RESOURCES MANAGEMENT
- Find right men do right things -

- Staffing/Planning
- Broader Job Design
- Recruitment
- Selection
- Training Staff
- Development
- Performance Management
- Compensation Management / Incentive
- Labor Relations / Teamwork

Recruitment and Selection Tools

- Background Information
- Interviews
- References
- Performance tests
- Paper tests
- Physical Ability tests
- Selection
Mentoring Program
-Training recruits and staffs-

• The key of success is the support from all organization.
• A good mentor or coach can teach good working skill, shorten the learning curve of newly recruited and incubate good staff.
• Good working attitude and manners that are helpful in learning program.
• Mentoring has two-way advantage, it helps the mentee and reinforce the mentor.

Job’s Competence Analysis

◆ Analyze and establish the key competence of various jobs needed by general staff, bottom level chief and unit chief.
Job Rotating System

• No more 4 years on a job or a position.
• Establishing map and ranking of job rotation
• The purpose of job rotation
  – Incubating new talent
  – Establishing human relations
  – Increasing personal eyesight
  – Advancing the abilities of handling problems
  – Preparing for upward mobility

Knowledge Management System

• Objectives of KM system
  – Collecting and sorting data effectively and efficiently
  – Converting the data into information for management
  -- Accelerating the growth and sharing of knowledge
  -- The implicit expertise, techniques and experience of individuals developed into wisdom for passing down.
TWD’s KM System established 6 Platforms

- Dissemination
- Browsing
- Subscription
- Feedback

TWD Knowledge Center

- Creation Platform
- Learning Platform
- New Knowledge Platform
- SOP Platform
- Project Platform
- Strategic Platform

Web browser access
New Training Park of TWC

Location: Tainan
Budget: NT$ 526.4 million (US$17.5 million)
Completion Time: 2019

Prospecting the Future

• Keep training the staff become the most important roles on going toward sustainable water supply.

• Human resource development on building a robust water supply system to face and solve the coming problems and disasters.

• Enforcing the knowledge, skills and abilities of individuals on developing a sound water works.
Thanks for your attention