



WATER/WASTEWATER UTILITY MANAGEMENT PROGRAM – MODULE 3 *(In partnership with Utah State University)* **Online Program**

This module draws on the strategies and skills learned in the other phases of this Water and Wastewater Utility Management Certificate Program and ties them all together.

The third online module is a “how to guide” that will teach managers the required steps to develop a “Balanced Scorecard” for their organization. This tool is an effective way to ensure that a utility is operating at peak performance by optimizing: internal operational processes, utility financial management, employee development, and customer service. It is estimated that about 60% of the Fortune 1,000 companies are using some form of the “Balanced Scorecard” system to maximize their bottom line. The time has come for Public Utilities to apply these same principles to their operation.

Lesson 1: A “Balanced Scorecard” Approach to Utility Management

The concept of the “Balanced Scorecard” was originated by Drs. Robert Kaplan (Harvard Business School) and David Norton as a performance measurement framework that added strategic non-financial performance measures to traditional financial metrics to give managers and executives a more 'balanced' view of organizational performance. This first lesson introduces the student to “Scorecard” framework and how it can be adapted for use by Public Utilities

Lesson 2: “Balanced Scorecard” Training and Communication Planning

Without adequate training and communication, any change effort is sure to fail. The same is true for utilities seeking to implement a management program designed to maximize employee performance and operational efficiency. This lesson gives the student many specifics of how to communicate to and train staff members about the “Balanced Scorecard” approach to utility management.

Lesson 3: Developing Your Mission, Values, and Vision

Most utilities already have mission statements and many also have a vision statement. This lesson will challenge the student to evaluate existing paradigms and determine if modification is in order. Once the Mission, Values, and Vision are clear, the student will be able to implement concepts taught in this lesson to make sure all activities of the utility are aligned with them.

Lesson 4: Mapping out a Strategy

This lesson will teach the student a straightforward 6 step approach to converting the utilities Mission, Values, and Vision into a strategy that is workable and measurable. Strategic planning is a necessary function of utility managers that doesn't have to be a dreadful experience. The approach taught in this lesson will simplify and streamline the strategic planning process for those who choose to use it.

Lesson 5: Developing Performance Measures

You have heard it said, "You can't manage what you can't measure." Although this statement is true, simply instituting a system of measurement doesn't guarantee improved utility efficiency. Selecting the performance measures is as important as the process of measuring performance, if not more. This lesson will show the student how to determine what should be measured and how to set performance targets.

Lesson 6: Creating Alignment within Your Organization

Getting everyone in an organization to "pull" in the same direction is not an easy task. It is an impossible task without a plan. In this lesson, the student will learn how to bring the activities of the utility in alignment with its Mission, Values, and Vision. When the organization is aligned from top to bottom, the utility will operate more efficiently

Lesson 7: Tracking and Reporting "Balanced Scorecard" Results

Sharing improvements with staff as they occur is an important part of the continual improvement process. This lesson will show the student how to track the utility's improvement progress and communicate the results throughout the organization.

Lesson 8: Sustaining "Balanced Scorecard" Success

The "Balanced Scorecard" journey is a marathon, not a sprint. It will take effort and attention to sustain the gains made by implementing the scorecard approach to utility management. Like most things in life, it's not how you start but rather how you finish. This lesson will give the student an approach to keeping the program updated through an annual evaluation process.

CERTIFICATION

A formal certificate will be prepared for parties who successfully complete the three online Modules and 3 classroom sessions. This Water/Wastewater Utility Management certificate is prepared and presented by Public Utilities & Waterworks Management Institute and American Water College. A letter of certification will be presented for completion of online Module 3. **OPTIONAL UNIVERSITY CERTIFICATION** is also available for completion of the 6-phase Water/Wastewater Utility Management Certificate Program for the extra fee of \$50 per student and is presented by Utah State University. This Mastering Utility Management certificate is primarily for those needing university certification to meet training requirements for various professional affiliations. However, any individual desiring to receive the Utah State University certificate may do so by paying the extra \$50 fee. (For those completing all 6 phases of the Management and Leadership training program, this \$50 fee will be waived)

FEES & REGISTRATION

Module 3 – Water/Wastewater Utility Management Program fee is \$499. This includes the textbook, workbook and all online lessons.

For further information, contact Chuck Christensen at 801-281-0107 or chuckets@gmail.com

*****To reserve your place in the online class, complete the registration form below and send it along with your payment information to Education & Training Services.*****

REGISTRATION FORM

Module 3 – Water/Wastewater Utility Management Program

Name _____

Business Name _____

Business Address _____

City/State/Zip _____

Business Phone _____ Email Add. _____

****Please print how you want your name to look on your certificate on the line below****
(For example –Mary H. Doe ---- Henry “Butch” Carson ---- John Martin Jr. ---- etc.)

Name _____

Payment Fee: \$499.00 per student.

Please make check payable to EDUCATION & TRAINING SERVICES

Mail check to:

**EDUCATION & TRAINING SERVICES
PUBLIC UTILITIES & WATERWORKS MANAGEMENT INSTITUTE
P.O. BOX 495
SALT LAKE CITY, UTAH 84110
ATTN: CHUCK CHRISTENSEN**