



Module 6

Certificate Program

EFFECTIVE UTILITY MANAGEMENT

Course Syllabus

Effective Utility Management Module 6

Course Overview

This course is designed for water industry professionals who are current or future supervisors and managers within water and wastewater utilities. This course provides students with planning and management tools they will be able to use within their organizations.

This course is conducted as an online, self-paced workshop. The course material consists of workbooks which have been split into each of the lessons. Course completion requires that the student successfully complete all components of the five individual lessons presented in the course.

Upon successful completion of the course requirements, students will receive a certificate of completion for 2.0 CEUs (20 contact hours) for Advanced Utility Planning & Management (EUM - Module 6), which is applicable toward certificates in **Utility Planning and Management** and **Effective Utility Management** from American Water College.

Required Text

Workbook: *Managing the Water and Wastewater Utility*
Included with enrollment

Educational Objectives

- To provide students with the principles and a plan for developing their personal leadership skills
- To provide students with a system for employee performance management
- To provide students the principles of and a plan for leading and managing change and transition
- To provide students with the skills and a method for resolving conflict
- To provide students with a proven framework for developing and leading high performing teams

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Evaluation

Students will be quizzed at the end of each lesson to ensure that the learning objectives have been met. Students must complete all course material including videos and quizzes. Please contact our office with any questions.

Support

Students can ask questions of the instructor and/or contact our student support staff with any course-related, content-related or technology-related inquiries. Our office hours are Monday-Thursday, 9 to 5 CT, and Friday 9 to 12 CT.

Contact Info

Phone Number: (661) 874-1655

General Course Inquiries: Info@americanwatercollege.org

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Lesson 1 – A Balanced Scorecard Approach to Utility Management

Summary of This Lesson

The Balanced Scorecard is a strategic management system that helps organizations get past various barriers to the execution of their strategy. The scorecard has been adopted by more than half of the fortune 1000 companies and has been named one of the 75 most influential ideas of the 20th century. This lesson introduces the Balanced Scorecard, it's history, and it's uses.

Lesson Objectives

Upon completion of this lesson, students will gain an understanding of:

- What the Balanced Scorecard is
- The origins and uses of the Balanced Scorecard
- How to adapt the Balanced Scorecard to the Public Sector
- The Benefits of the Balanced Scorecard

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Lesson 2 – Balanced Scorecard Training and Communication Planning

Summary of This Lesson

Having been introduced to the Balanced Scorecard in the previous lesson, students will now learn how to get started using it. This lesson will give students all they need to plan how their organization will use the Balanced Scorecard for success as well as how to get started implementing that plan.

Lesson Objectives

Upon completion of this lesson, students will gain an understanding of:

- The preliminary considerations when considering the Balanced Scorecard
- The preliminary planning involved with using the Balanced Scorecard
- The training needed for success when using the Balanced Scorecard
- The communication needed to support your Balanced Scorecard initiative

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Lesson 3 – Developing Your Mission, Values, and Vision

Summary of This Lesson

The Balanced Scorecard has been used by many organizations to implement and execute their strategies. Before an organization can do that, however, they must evaluate their mission, vision, and values which are at the heart of every effective enterprise. The Balanced Scorecard translates these three things into tangible measures and performance objectives that can be used to guide the decisions and align the actions of every employee. This lesson will walk students through the process of determining their mission, vision, and values and show them how they interact with the Balanced Scorecard.

Lesson Objectives

Upon completion of this lesson, students will gain an understanding of:

- The building blocks of mission, vision, and values
- How to determine the effectiveness of your mission, vision, and values
- How to link mission, vision, and values to the Balanced Scorecard

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Lesson 4 – Mapping out a Strategy

Summary of This Lesson

Strategy is at the core of every Balanced Scorecard. Essentially, the Balanced Scorecard is a tool for translating that strategy into action by developing performance objectives and measures. This lesson will “demystify” the concept of strategy and provide students with tools to review their current strategy or enable them to develop a new strategy.

Lesson Objectives

Upon completion of this lesson, students will gain an understanding of:

- The history of strategy
- What strategy is and isn't
- The benefits of having a strategy
- 10 different schools of thought on strategy
- A straightforward approach to developing a strategy
- Strategy maps, what they are and why you need one
- Creating and using a strategy map

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Lesson 5 – Developing Performance Measures

Summary of This Lesson

There are many different phrases about measurement that get thrown around in modern organizational vocabulary. Phrases like “you get what you measure” or “measurement matters”. As cliché as those may sound, they are actually pretty accurate, measurement does matter. This lesson covers the definition measures as well as the different types of measures, targets, and initiatives.

Lesson Objectives

Upon completion of this lesson, students will gain an understanding of:

- The definition and types of measures
- How to develop measures for each of the four scorecard perspectives
- Recording measures in a data dictionary and why it's important
- The definition and types of targets
- The definition and types of initiatives

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Lesson 6 – Creating Alignment within Your Organization

Summary of This Lesson

Survey after survey of full-time employees shows that only 35% of them have a clear understanding of what their organization is trying to achieve and why they're trying to achieve it. They also show that only 10% believe that the work they or their team are doing has clear and measurable goals. This lesson introduces and explores the process of cascading the Balanced Scorecard which will bridge the learning gap that exists in most organizations.

Lesson Objectives

Upon completion of this lesson, students will gain an understanding of:

- How to cascade the Balanced Scorecard
- The cascading process
- How to link budgets to Balanced Scorecards
- The benefits of linking budgets to Balanced Scorecards

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Lesson 7 – Tracking and Reporting Balanced Scorecard Results

Summary of This Lesson

Up until this point we've shown students how to develop a complete Balanced Scorecard that tells their strategic story, has performance objective and measures. We've shown them how to establish targets, create any necessary initiatives, and cascade their scorecard. This lesson is where we show how to put the scorecard program into practice. If we want any success from our scorecard program, we need to make sure we have methods and processes in place to track and report our results. This lesson walks students through some of the ways they can accomplish that.

Lesson Objectives

Upon completion of this lesson, students will gain an understanding of:

- Options for tracking and reporting measures
- Balanced Scorecard software
- How to develop your own Balanced Scorecard reporting system
- The new strategy-centered management meeting

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Lesson 8 – Sustaining Balanced Scorecard Success

Summary of This Lesson

This lesson serves as a review and summary of the previous seven lessons and describes some of the changes that will occur upon implementing the Balanced Scorecard program.

Lesson Objectives

Upon completion of this lesson, students will gain an understanding of:

- The Balanced Scorecard program
- Some of the changes to expect upon implementation of the program