

DEVELOPING YOUR INSPECTOR WORKFORCE

5 Key Strategies to Elevate Your Safety and Quality Culture

DAN LORENZ, P.E.

JOE KNOWS ENERGY

Last year, we set out to answer a simple, yet important question:

What are the biggest challenges to utility companies when managing inspectors and staffing needs?

The answers led us to ask an even more important question:

What actions can we, as an industry, take to address these challenges while elevating a safety and quality culture?

What You'll Learn Today

The most prominent challenges of twenty-five leading companies in the utility industry.

The tools and resources these companies are using now to help manage these challenges.

The **5 actionable solutions** you can implement now to drive performance.

Dan Lorenz, P.E.

Founder and President of Joe Knows
Energy LLC

Civil Engineer P.E.

40 years in the excavation industry

35 years student of Leadership

Passionate about Frontline Leadership,
Potential and Impact



The Challenge

Increasing Regulatory oversight

Demands for Documentable and Verifiable field records.

Degrees of Separation of observation data.

Increasing Demand for Inspections

Increasing Competition for skilled inspectors.

Increasingly congested underground substructures.

JOE KNOWSTM

LEADERSHIP | TALENT | TECHNOLOGY



Survey Methodology

Our goal was to gain deeper insight into the QA / QC inspector workforce and its challenges.

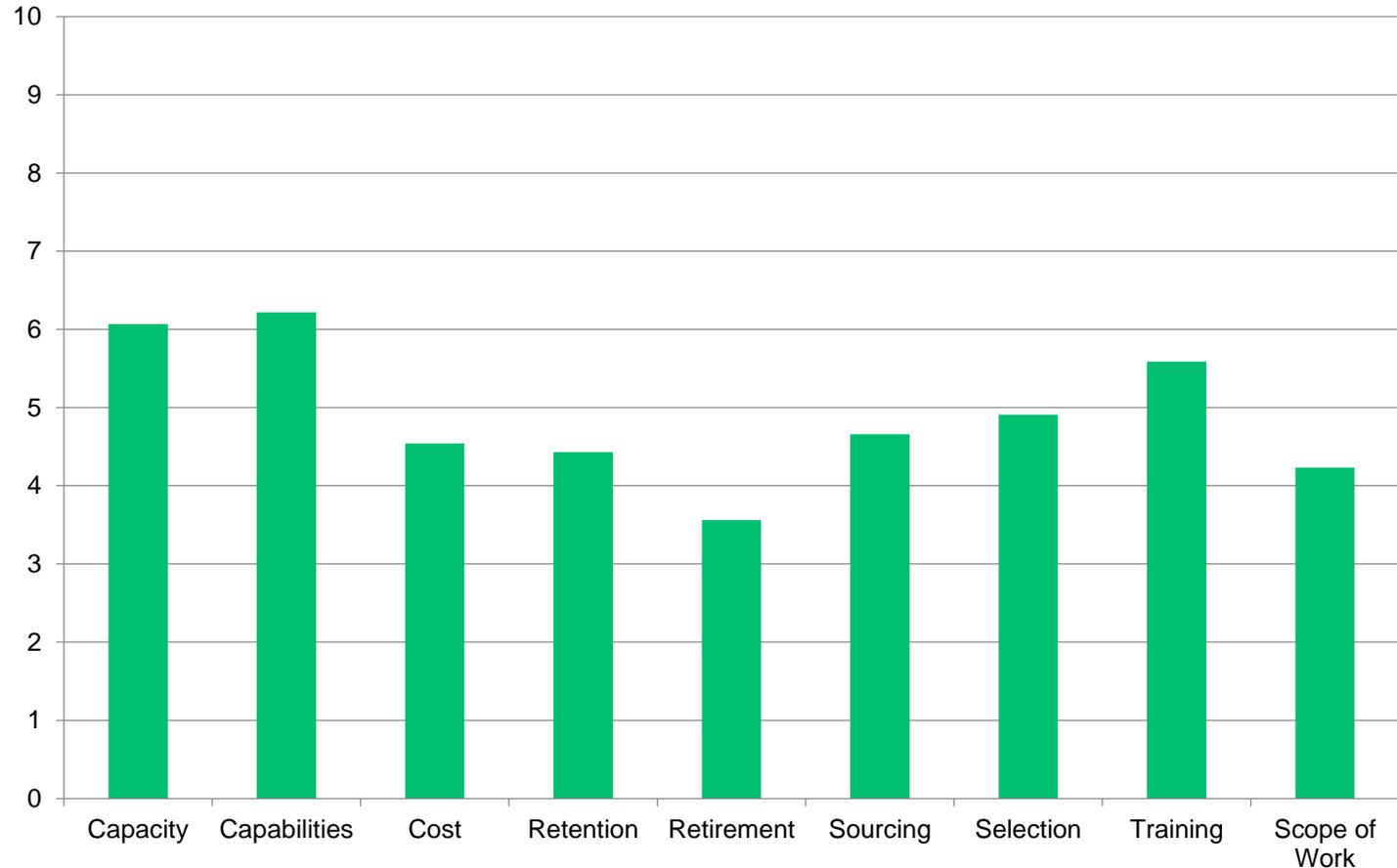
35 utility owners were surveyed, representing 25 unique companies.

The survey was conducted with help from the American Gas Association in fall of 2019 across the US utility market.

Biggest Challenges

The biggest challenges for utility companies with inspector workforce are handling capacity and finding the right capabilities.

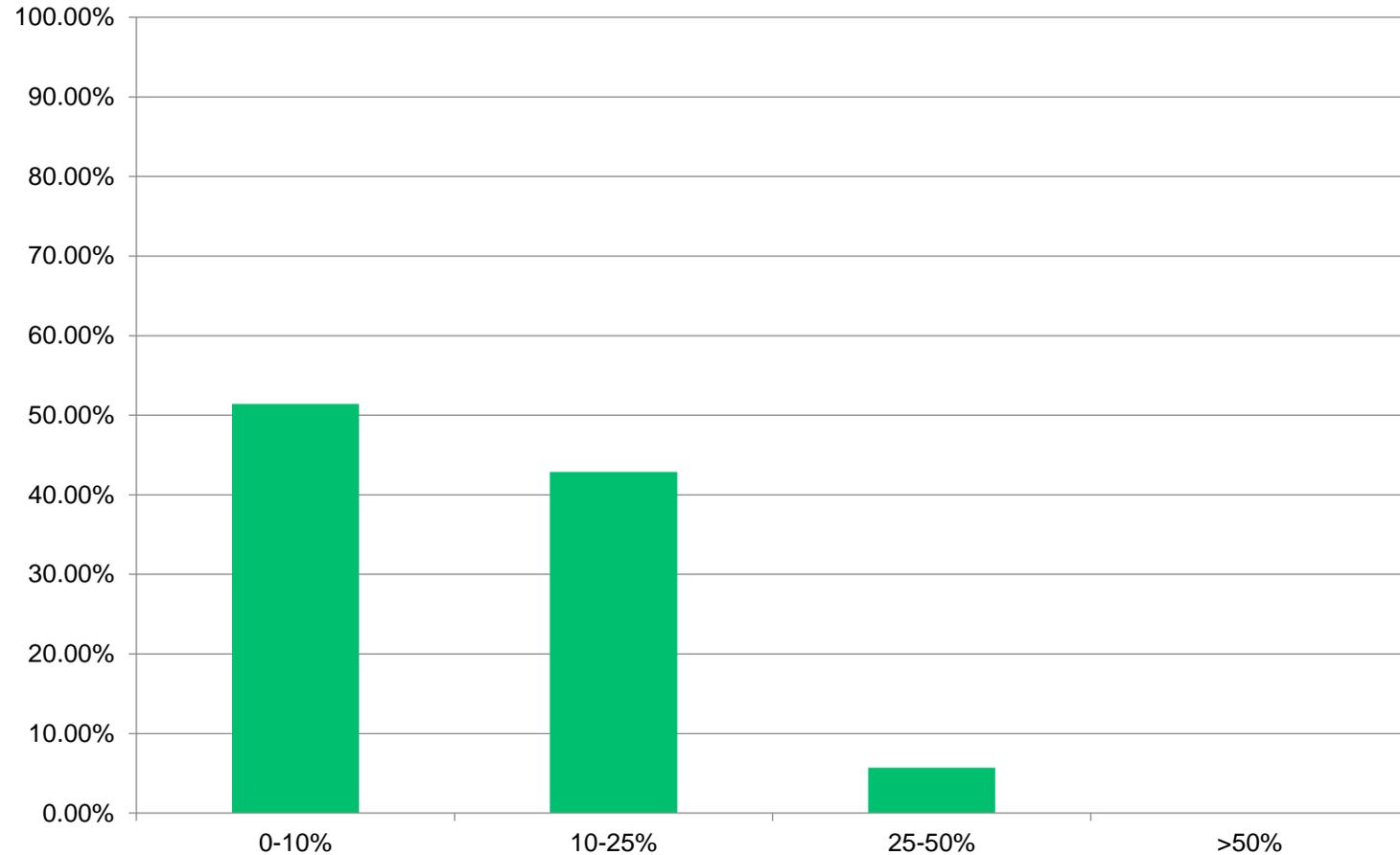
Rank order the challenges you have with your inspector workforce



Replacement Needs

Over the next two years, many companies will need to replace 20% of their workforce.

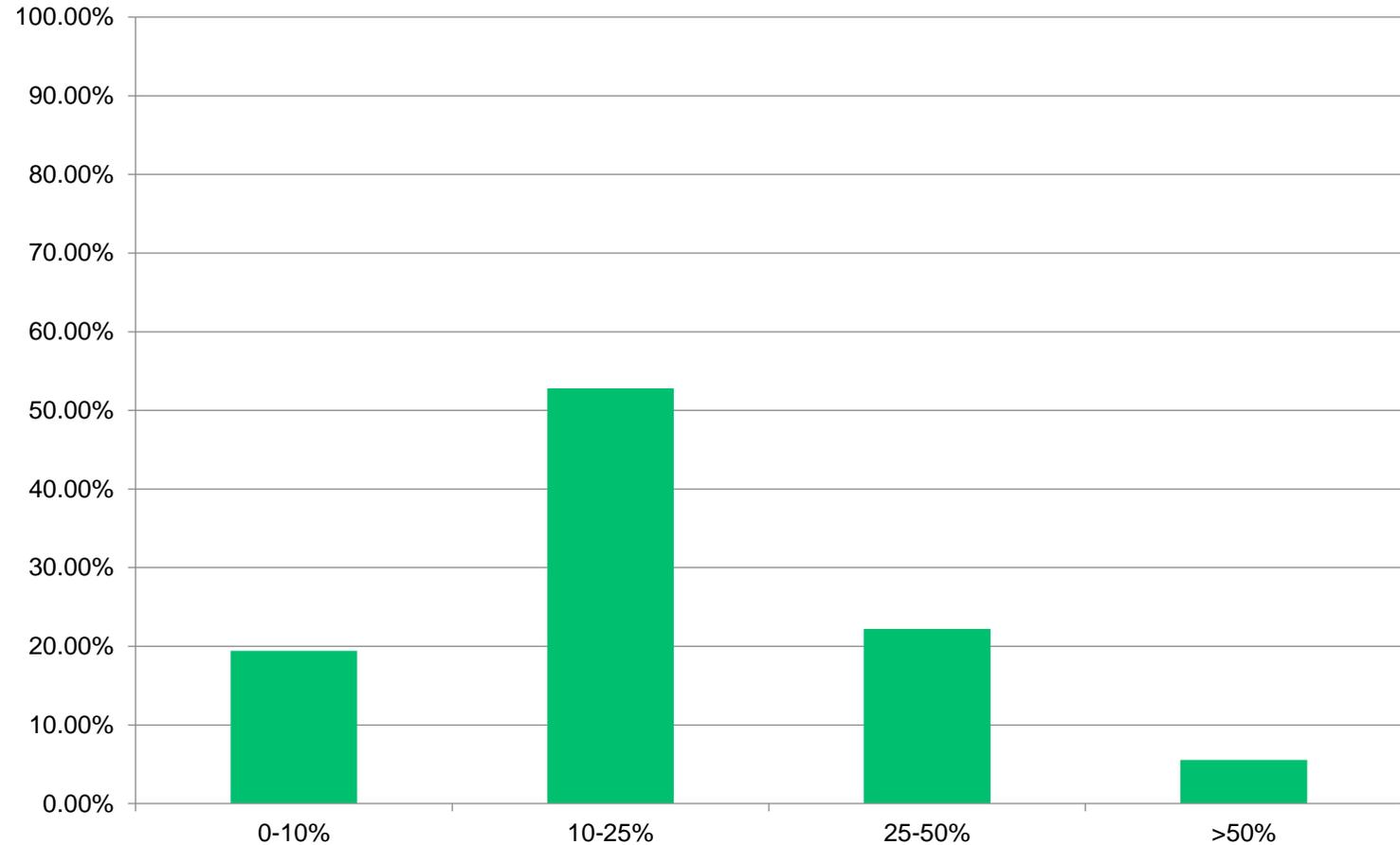
What % of your current inspection staff will you need to replace over the next 2 years?



New Staffing Needs

Over the next two years, companies will need to increase staffing an average of 25%.

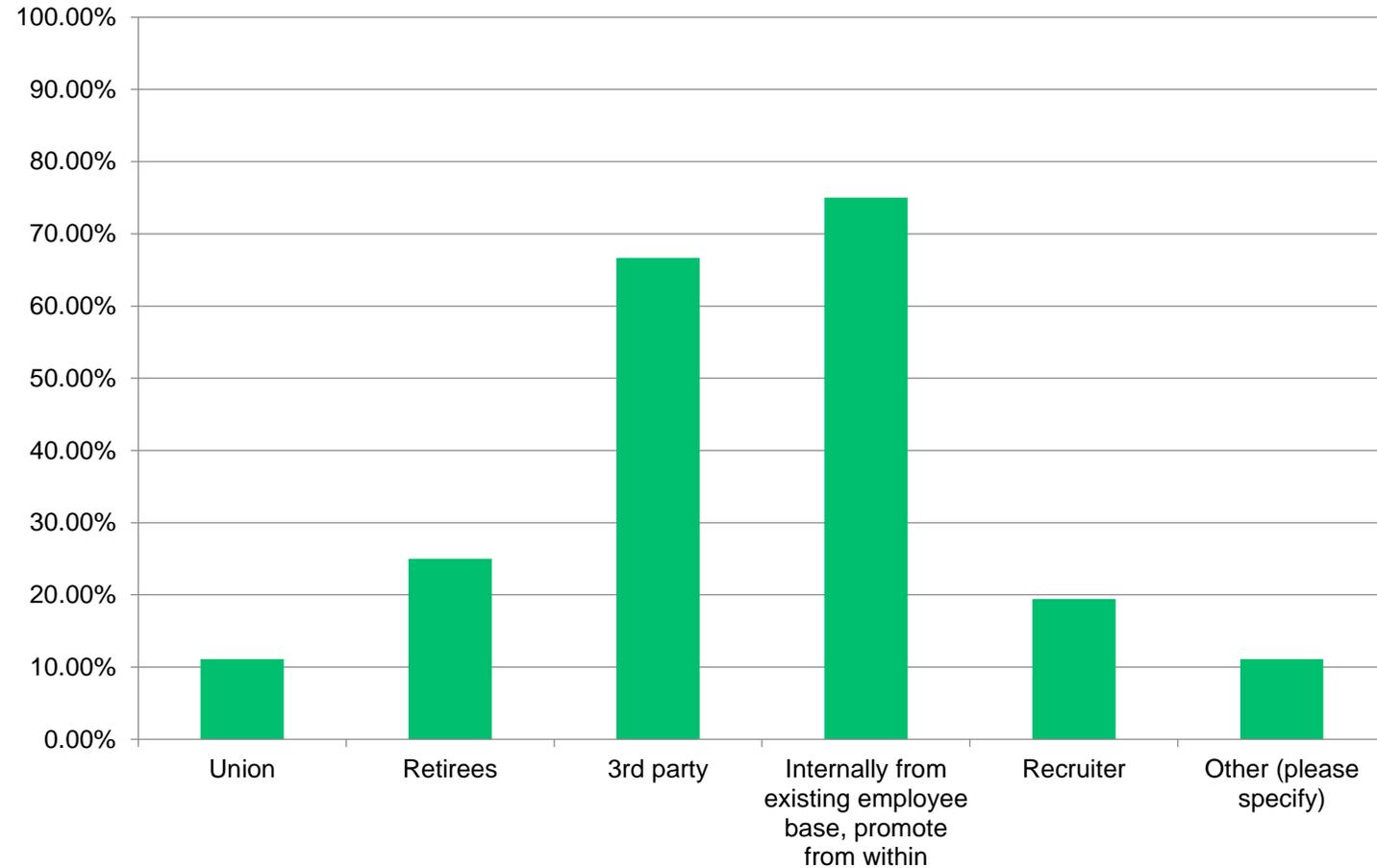
What % do you need to add to your inspection staff over the next 2 years?



Sourcing Candidates

Concerns about depleting internal resources and degrees of separation are top of mind for utility companies.

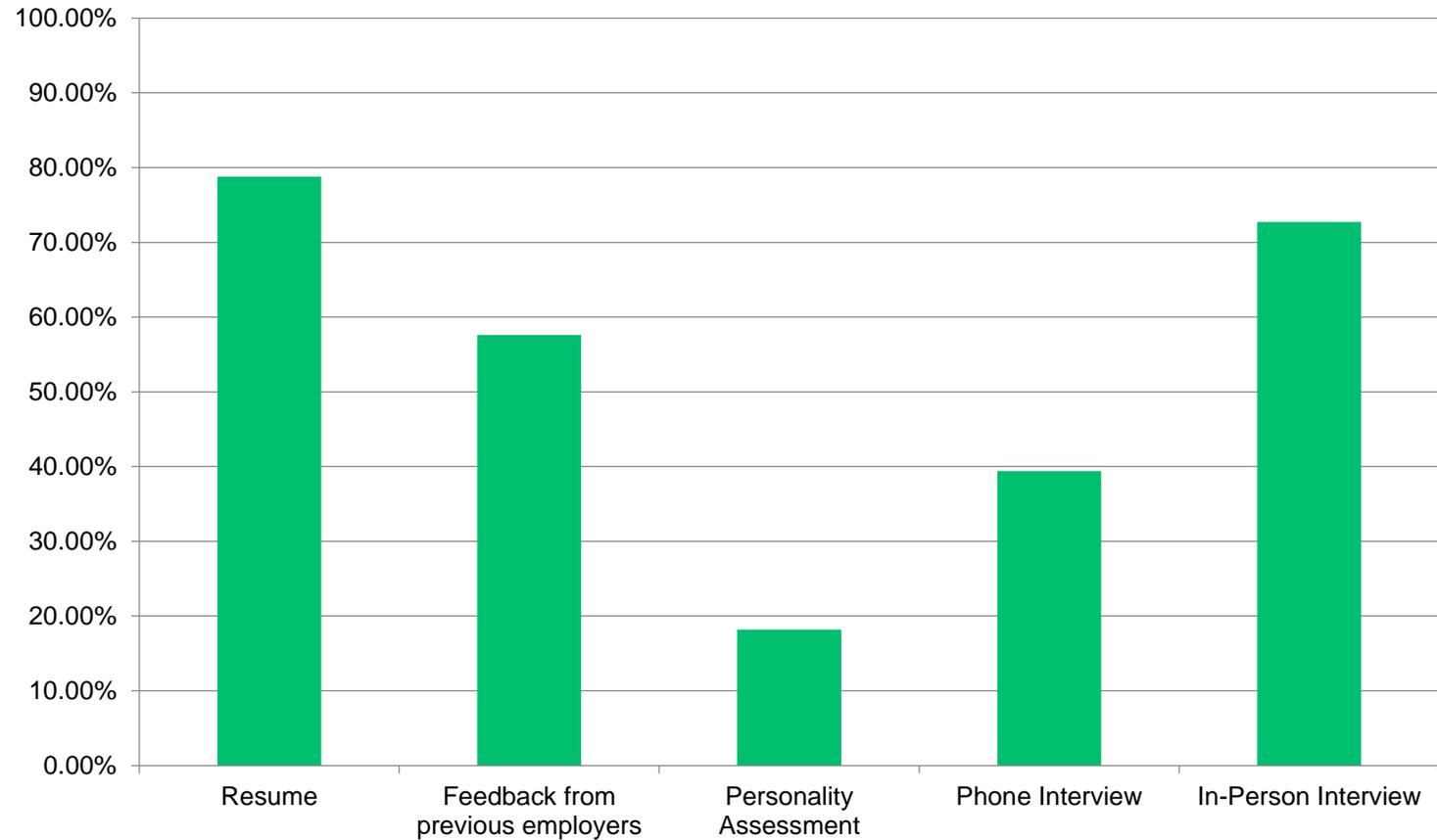
Where do you source your inspectors?
Choose all that apply.



Selection Tools

Resumes and in-person interviews are still the most common tools to select candidates.

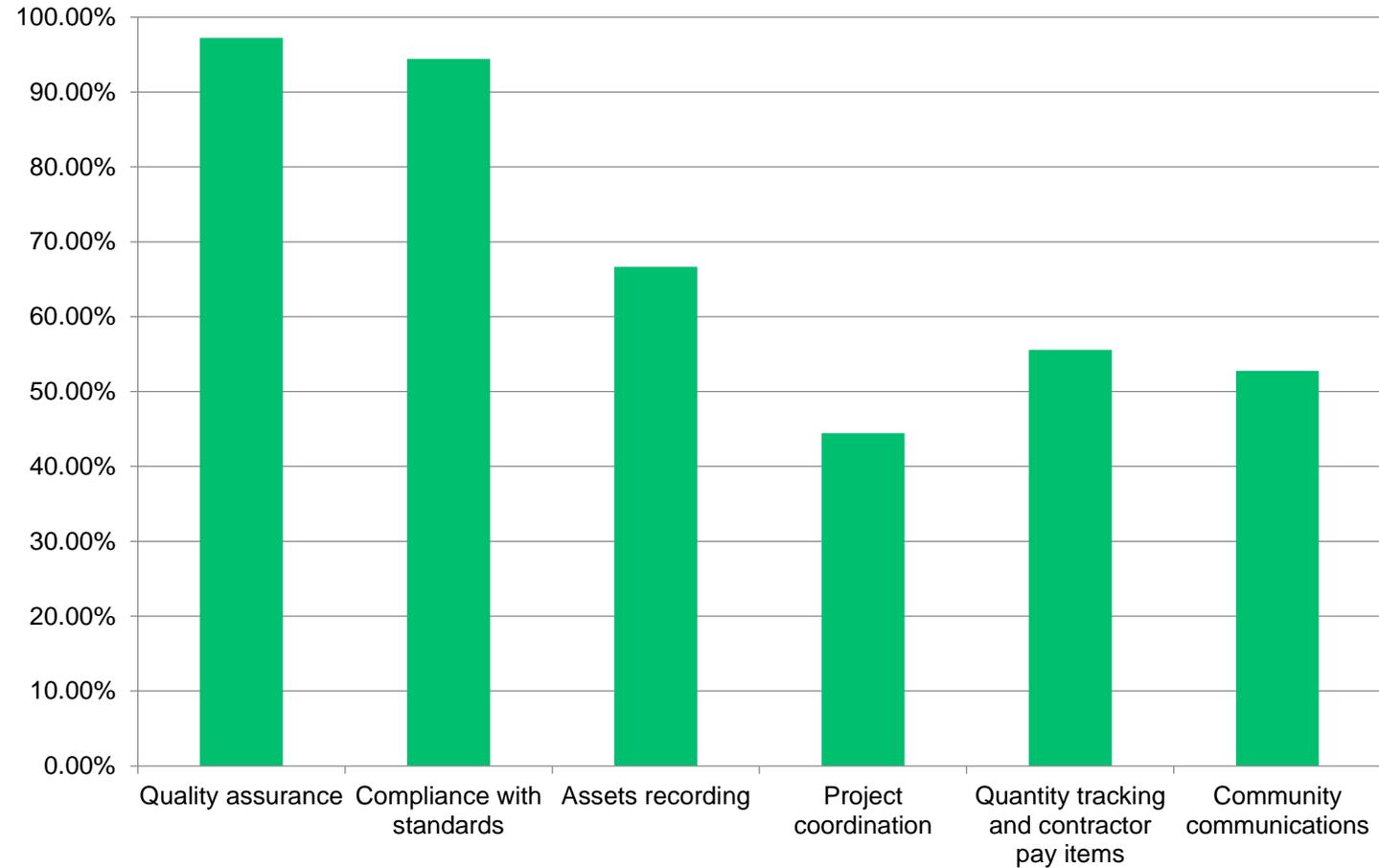
What tools do you or your 3rd party supplier use to identify and select inspectors?
Choose all that apply.



Scope Covered

Two-thirds of companies utilize inspectors for more than just QA / QC work.

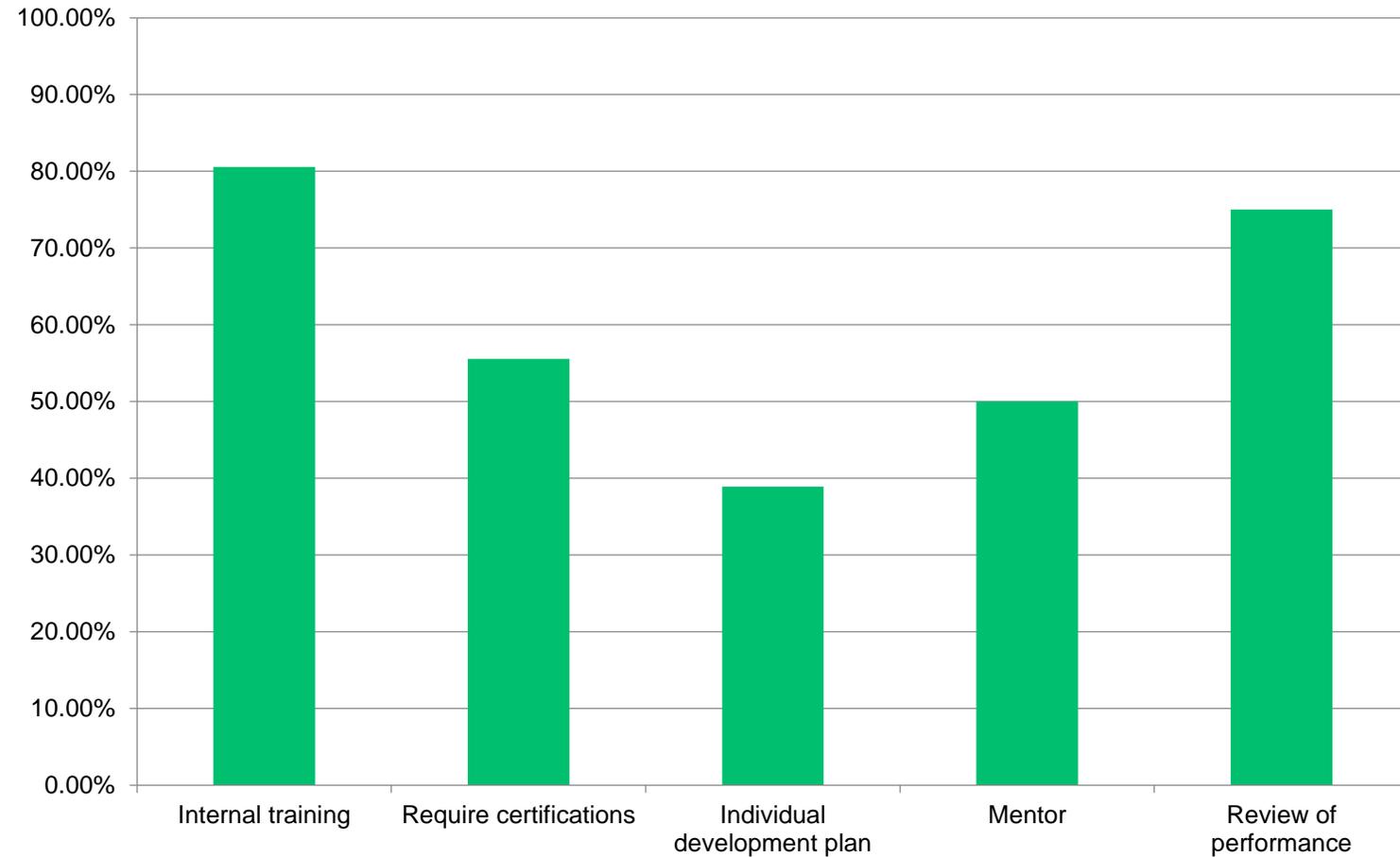
What scope do you have your inspectors cover?
Choose all that apply.



Training and Development

Internal training and performance reviews are the leading methods of inspector development.

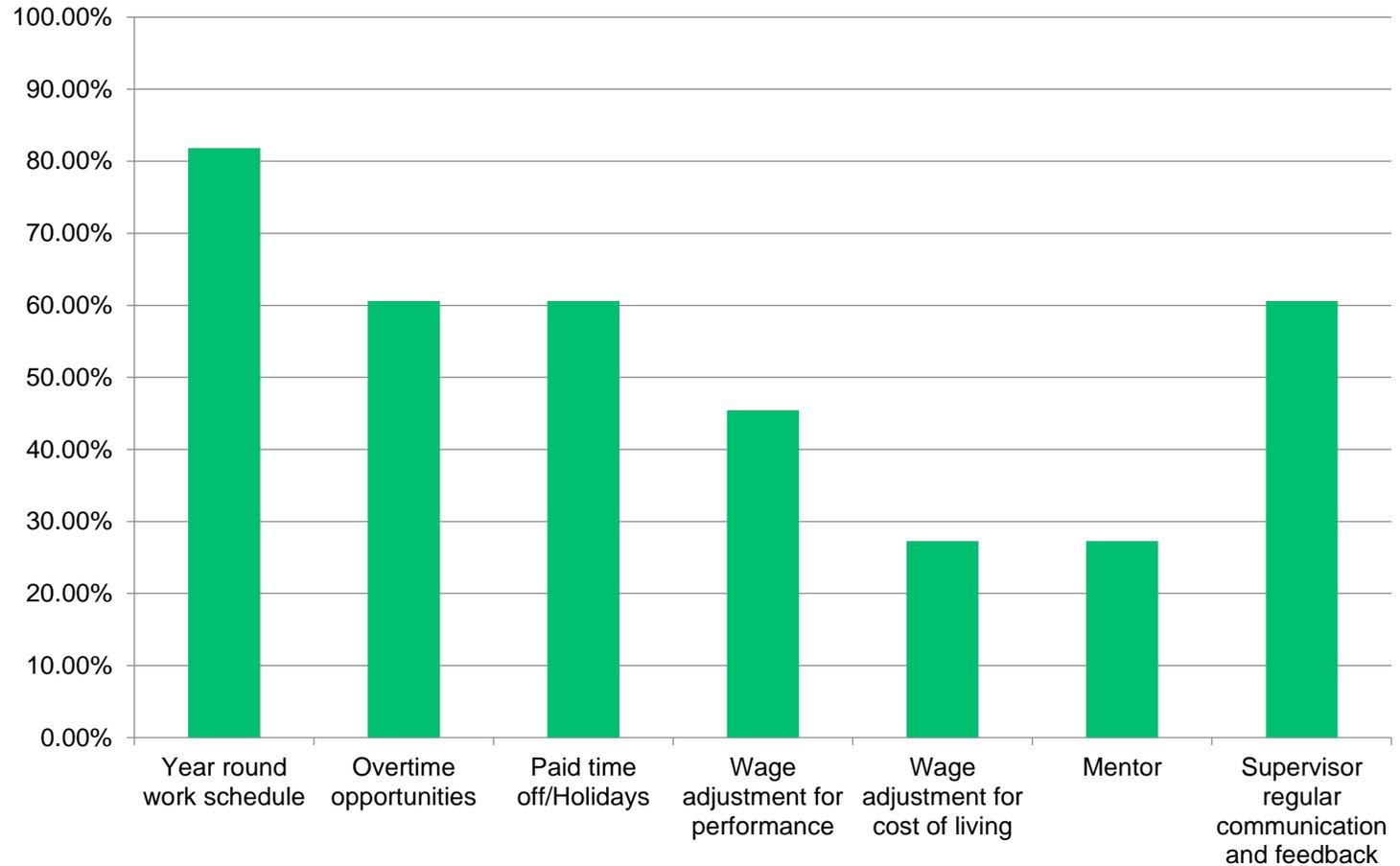
What do you do to develop your inspectors?
Choose all that apply.



Retention Strategy

When it comes to retaining inspectors, companies rely on providing year-round work, OT, PTO, and supervisor support.

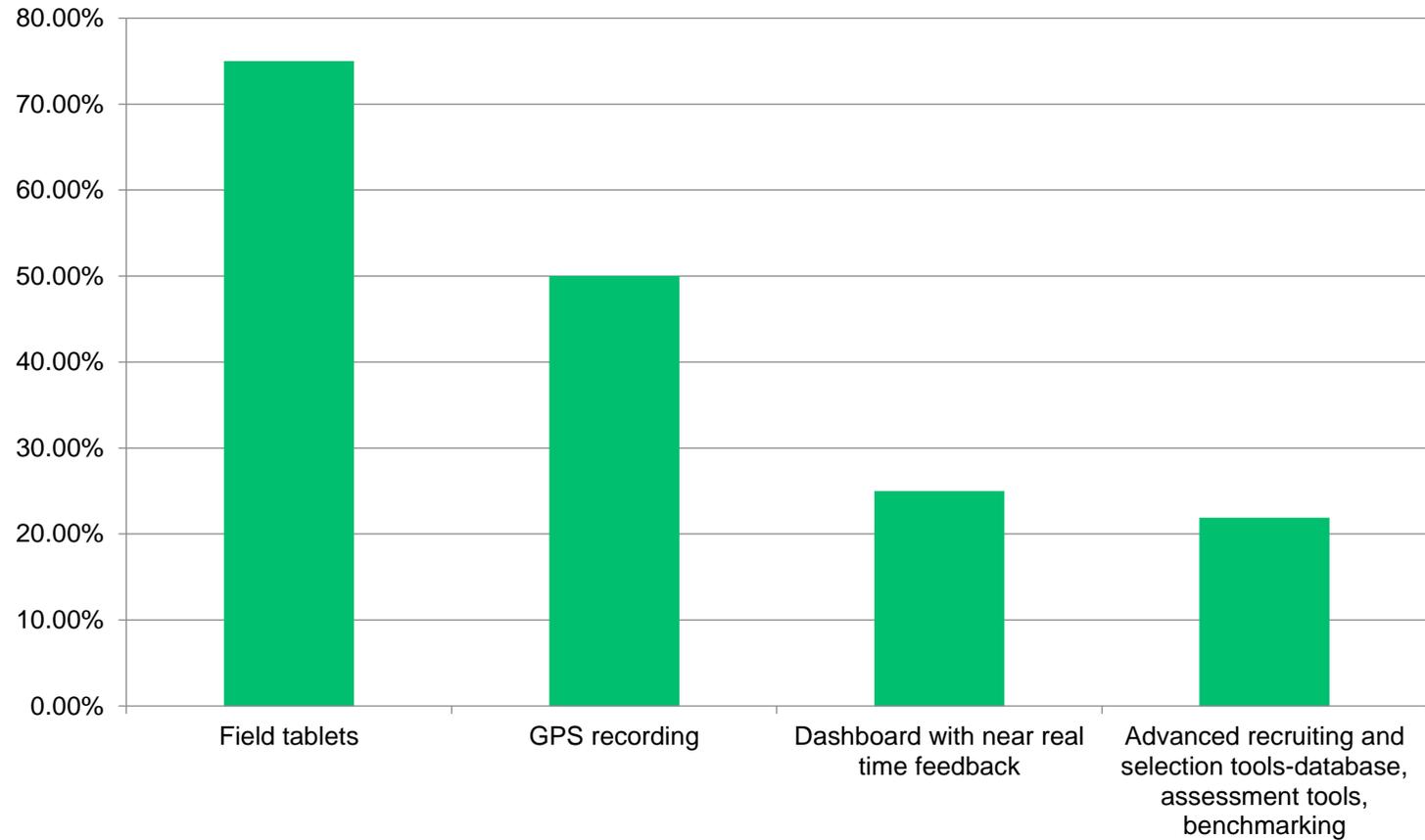
What do you do to retain inspectors?
Choose all that apply.



Technology and Tools

Field tablets and GPS recorders are the most used technology to improve inspector field performance.

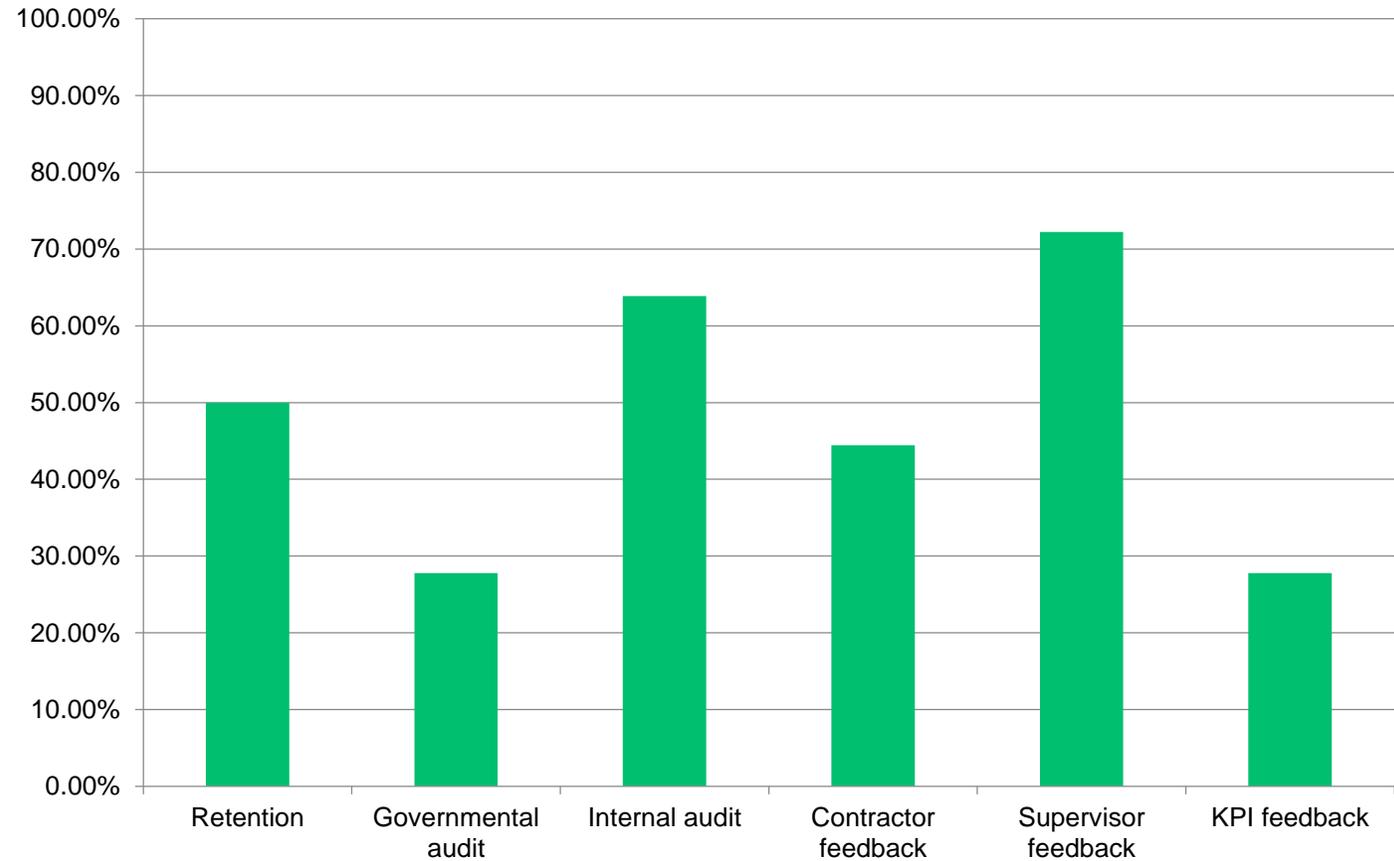
What technologies are you using to elevate your inspector's performance?
Choose all that apply.



Measurement of Success

Supervisor reporting and regular audits are the most common form of performance review.

How do you measure the success of your inspection team?
Choose all that apply.



What can we do about these challenges?



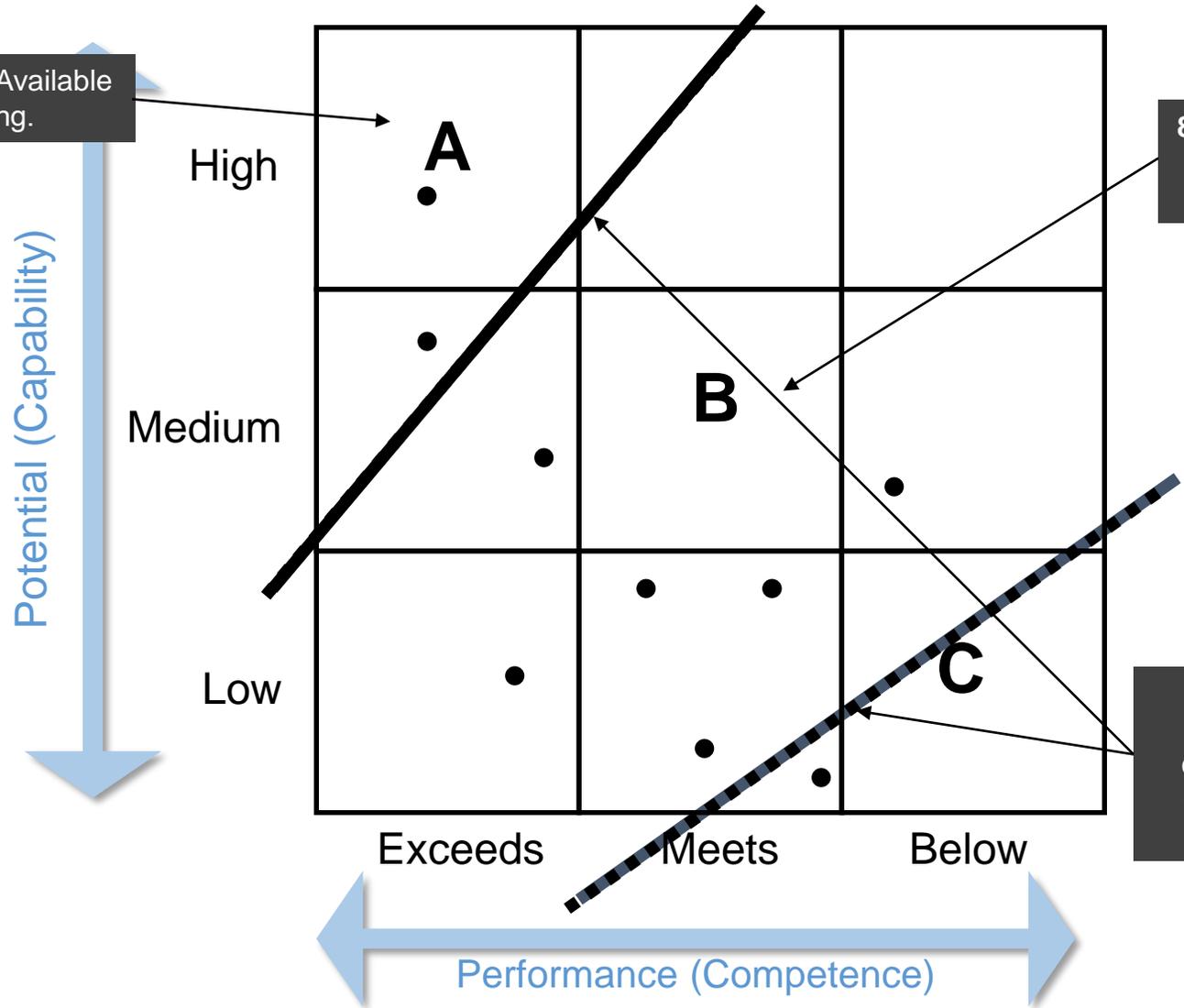
5 Actionable Strategies to Drive Performance

High Performance Condition

20% of Management Time Available "A" for Career Planning.

80% of Management Time Available "B" for Training.

Bars can now be raised at a rate consistent with the growth in ability of personnel.



3 Fundamental Truths = Solution

High Performance =
People + Process + Tools
(IN THAT ORDER)

Gas is Easy
People are Hard

Challenge
Be Accountable *and*
Transparent

Comprehensive Program that Supports Accountable and Transparent Culture

1

Benchmark your Performers

Utilize a benchmark, based on high performers

Benchmark varies based on roles required

Identify, select and develop



2

Define your Culture

Internal-Working Hours, Days , OT,
Training, Support, Compensation,

External-Unions, Contractor
selection

Roles, pace of change

Hire to fit



3

Support with a Team Leader

Understands the culture

Understands the pressures

Understands the whole person



4

Provide Performance Feedback

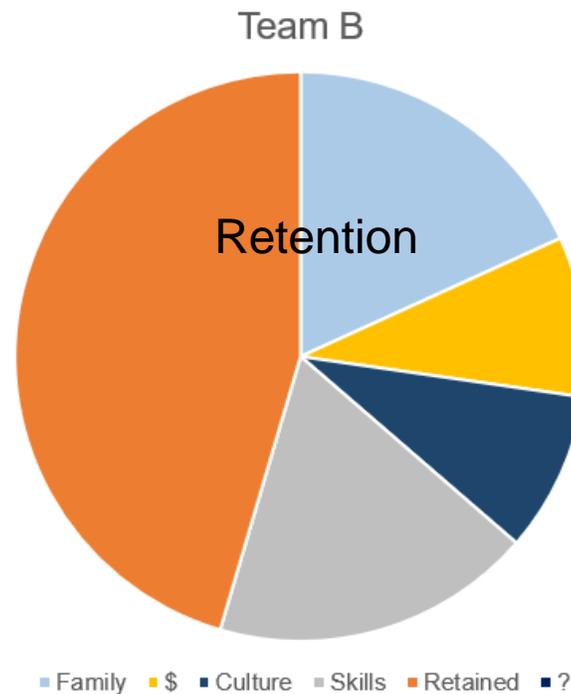
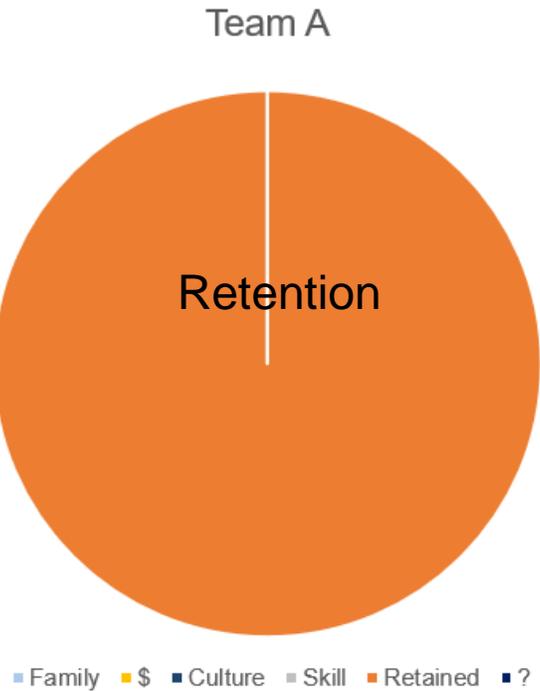
Automate where possible

Provide immediate feedback

Measure good as well as bad



5



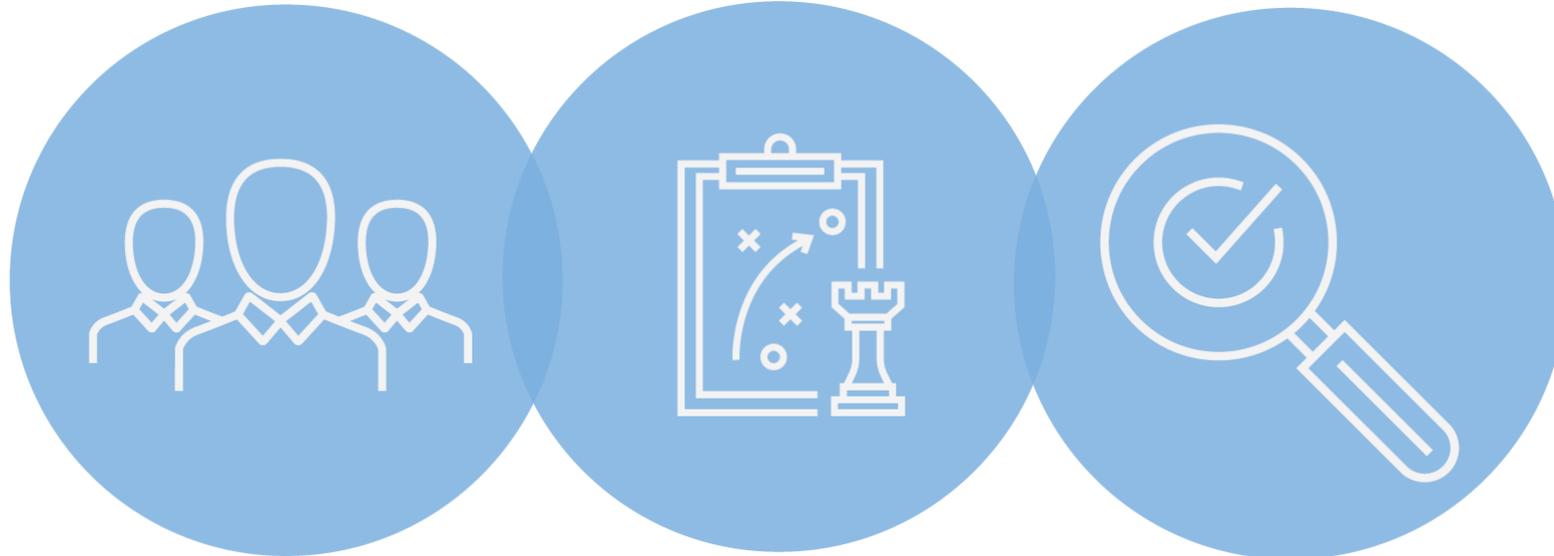
Provide and Take Feedback 360°

What is driving safety?

What is driving quality?

What is driving retention?

Joe Knows Energy - Why, How, and What



WHY

Potential and Impact of Frontline Professionals.

HOW

High-Performance Program (HPP)

WHAT

Elevate safety and quality culture

Your 5 Key Actions

Drive performance in your inspector workforce by:

1. Benchmarking your Top Performers
2. Defining your Culture
3. Supporting Inspectors with Team Leaders
4. Providing Measurable Performance Feedback
5. Providing and Embracing 360° Feedback

For More Information

Request a Complimentary
Assessment by calling
614-989-2228.

Request slide copies or survey
detail at
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Download our survey
Executive Briefing at
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