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Service Commission

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OPC – Exhibit 316
Data Request MoPSC 0243
Data Request
File No. WR-2024-0320

DATA INFORMATION REQUEST
Missouri-American Water Company
WR-2024-0320
General Rate Case

Requested From: Ashley M. Randell

Date Requested: 11/12/2024

Information Requested:

For each MAWC and AWWSC job titles listed below, please provide a copy of the corresponding job description and a listing of all job duties that are required of each employee in the listed job position. Director – Talent Acquisition Operations Training Business Partner Talent Acquisition Partner Director – ID&E Project Manager – Business Integration Director – Valuation Strategies Talent Development Business Partner ID&E Business Partner Spec Ext Affairs Talent Development Specialist Business Development Specialist

Requested By: Sherrye Lesmes (sherrye.lesmes@psc.mo.gov)

Information Provided:

For the following MAWC and AWWSC job titles, please see the attachment labeled “2024 GRC - MoPSC 0243_Attachment” and navigate to the tab labeled “Tab 1”.

1. AWWSC - Director – Talent Acquisition
2. AWWSC - Operations Training Business Partner
3. AWWSC - Talent Acquisition Partner
4. AWWSC - Director – ID&E
5. AWWSC - Project Manager – Business Integration
6. AWWSC - Director – Valuation Strategies
7. AWWSC - Talent Development Business Partner
8. AWWSC – ID&E Talent Acquisition Partner
9. MAWC - Spec Ext Affairs
10. AWWSC – Spec Ext Affairs
11. AWWSC – Talent Development Specialist
12. AWWSC - Business Development Specialist

Responsible Witness: Manuel Cifuentes, Jr.

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Line No.	Company	Job Title	Primary Role
1	AWWSC	Director - Talent Acquisition	<p>Lead the design and execution of talent acquisition processes and programs, provide recruiting-related expertise and guidance across HR and the business, and lead a team of talent acquisition professionals.</p> <p>Source talent acquisition policies, processes and programs are aligned with company vision and objectives, are cost effective, and comply with labor laws and government and industry regulations.</p> <p>Supervise an enterprise wide/geographically dispersed team including a TA lead, TA Partners, and TA Coordinators who are responsible for sourcing and attracting talent for defined client groups across American Water.</p> <p>Responsible for building strong internal and external partnerships, utilizing effective talent acquisition systems/approaches/strategies, best practices, and process improvements to provide exceptional service to the candidate, hiring manager and broader business.</p> <p>Includes day-to-day supervision of TA team, monitoring and managing TA metrics and acquisition workload, ensuring consistent and compliant delivery of TA services, continuous improvement mindset and effectively demonstrating the Company's frontline leadership and TA competencies.</p>
2	AWWSC	Operations Training Business Partner	<p>The Operations Training Business Partner is responsible for assessing the needs of the business, analyzing performance gaps, and managing the design, development and delivery of operational training programs which teach the technical skills needed to maintain, support, and operate Water and Wastewater systems and services.</p>
3	AWWSC	Talent Acquisition Partner	<p>Responsible for recruitment efforts for open positions for defined client group, consistent with American Water's Talent Acquisition framework and comply with labor laws and government and industry regulations.</p>
<p>responsibility and own closely with director, team requirements and company's expertise.</p> <p>Oversee the framework and methodology of Talent Acquisition at American Water.</p> <p>Maintain full awareness of talent acquisition developments, practices and trends and ensure that solutions are progressive and provide competitive advantage.</p> <p>Partner with other COE leaders and across HR to ensure talent acquisition policies, programs, and processes are integrated.</p> <p>Partner with HR Operations to ensure policies, programs and processes are able to be executed efficiently and effectively.</p> <p>Counsel and consult with HR/EA business Partners and senior leaders on talent acquisition issues, influencing outcomes that are based on professional expertise and consistent with company policies.</p> <p>Responsible for supervising and directing the work efforts of TA Partners, providing recruitment support and advice.</p> <p>Accountable for the performance management and results of employees, including coaching for direct reports, conduct performance reviews, and ensure that team members develop robust professional development plans.</p> <p>Makes decisions that are guided by and interpreted through policies, procedures, metrics and the broader business plan.</p> <p>Responsible for the application of the end-to-end talent acquisition process with team of TA Partners including acquisition activities and approval, engagement with hiring manager, sourcing strategies, applicant review process, selection process, notification of offer or rejection, background check and onboarding, identifying the requisition, and all documentation and compliance requirements.</p> <p>Collaborates with TA/HR leadership to identify talent gaps and makes recommendations to meet business needs/growth.</p> <p>Serves as a catalyst for building a "best in class" TA organization.</p> <p>Oversees the usage of the AW's recruiting middle; responsible for consistent and compliant application; assesses the effectiveness and efficiency of the system; makes recommendations for changes or enhancements and ensures that the TA team is audit-ready with appropriate data, documentation, and metrics.</p> <p>Develops key metrics to measure the effectiveness of talent acquisition processes.</p> <p>Measures impact and helps to pilot test new talent acquisition strategies, techniques, tools and processes.</p> <p>Meets consistently with business leaders to understand and address talent acquisition needs and ensure that solutions are progressive and provide competitive advantage.</p> <p>Engages stakeholders throughout the design process to gain buy-in and align learning initiatives with operational needs and company standards. Maintain strong relationships with subject matter experts, occupational work groups and bargaining unit leadership in order to identify training needs and related content to meet business needs.</p> <p>Conduct needs assessment, analyze performance gaps, and design training initiatives that support organizational goals.</p> <p>Identify and develop training solutions that leverage existing data and business knowledge to create comprehensive, innovative learning solutions for frontline and operational employees in job-related tasks.</p> <p>Collaborates with learning and development team to leverage learning management systems (LMS) or other digital platforms for delivering and managing learning content.</p> <p>Oversee the planning, execution, and monitoring of training initiatives. Lead projects with internal teams and vendors to ensure they stay on track, meet deadlines, and achieve desired outcomes.</p> <p>Evaluate training utilization post deployment and make necessary adjustments to ensure business acceptance and usage.</p> <p>Evaluate training effectiveness and make necessary adjustments as continuous improvement. Promote diversity and foster teamwork, collaboration and a growth mindset.</p> <p>Assists with the development and execution of talent acquisition strategies that align with organizational goals.</p> <p>Leads meetings to guide the hiring for key initiatives and projects with the talent acquisition team, cross-functional partners and client groups.</p> <p>Provides mentorship, guidance and career development to members of the Talent Acquisition Team.</p> <p>Establishes and maintains meaningful relationships with leadership, HR Business Partners and key cross-functional stakeholders.</p> <p>Partners with hiring managers to understand needs of the role and identify candidate profiles to fit those needs.</p> <p>Provides innovative and scalable solutions to drive a continuous improvement mindset.</p> <p>Acts as a Candidate Career Coach & subject matter expert for Hiring Managers.</p> <p>Understands the organizations long-term needs & build pipelines to meet those needs.</p> <p>Utilizes labor market trends and internal data to drive hiring strategies.</p> <p>Performs all full cycle recruiting responsibilities: pre-screens, and, possibly, interviews and selects, recommends candidate pool to present to hiring manager and supports the offer process.</p> <p>Participates in recruiting events in person and virtually.</p> <p>Complies with all labor laws and government and industry regulations.</p>			

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Line No.	Company	Primary Role	Job Description
4	AWWSC	Director - D&E	<p>Partner on strategic initiatives, processes and resources for the company in support of the overall strategic inclusion and diversity plan</p> <p>Identify best practices in diversity, inclusion and human equity programs and facilitate the adoption and implementation of best practices to enhance organizational excellence</p> <p>Develop, guide and partner with Employee Business Resource Groups (EBRGs) as a platform for career development, employee engagement and advancement of business objectives</p> <p>Provide education, direction, and implementation support to business, I&D Advisory Council, Champion Network & EBRRGs</p> <p>Collaborate with internal departments to promote diversity initiatives to employees, leadership, partners and the community</p> <p>Collaborate with VP, National Government & Regulatory Affairs to address commission-related initiatives and activities as needed</p> <p>Assist with the development and execution of programs, initiatives and communications designed to attract and retain a diverse talent pool</p> <p>Increase level of diversity awareness and commitment to hire diverse candidates by presenting demographics, identifying job-opening statistics, monitoring exit trends, engaging senior level champions and getting their commitment to actively participate in all diversity efforts</p> <p>Assist with the development of training curriculum for I&D and awareness resources for all employees</p> <p>Research and recommend best practices based on organization assessments, identify and utilize appropriate measurements to track efforts and accomplishments; continue advancement of company's I&D accountability through appropriate measures and targets</p> <p>Research and recommend external partnerships associated with I&D Plan budgets, events, communications and recognition for all internal I&D-related activities</p>
5	AWWSC	Project Manager - Business Integration	<p>Project Management</p> <p>Coordinate integration related activities between state and functional leaders under the guidance of Business Integration Manager</p> <p>Maintain deal documentation, including meeting action items, decision logs and issue register</p> <p>Coordinate data integration process with Technical Integration team</p> <p>Participate in other past-deal activities included, but not limited to, annual integration lookback reviews</p> <p>Communication</p> <p>Support Business Integration Manager with progress and issue reporting</p> <p>Develop effective relationships with key staff involved in acquisition integrations</p> <p>Proactively identify and escalate risks that may impact integration timelines, budgets or goals</p> <p>Acquisition Integration Process Improvement</p> <p>As a member of the Acquisitions Integrations Group, participate in various projects designed to improve the acquisition integrations process</p> <p>Work with external consultants and valuation experts to determine and defend the fair market value of acquired utility systems.</p> <p>Demonstrate a comprehensive understanding of utility industry standards, reexamining techniques, and valuation principles.</p> <p>Deliver clear and concise appraisal reports, including nuances of the cost, market, and income approaches as well as other relevant valuation techniques.</p> <p>Develop defensible filings and testimony in proceedings before state and federal regulators in collaboration with internal and external experts.</p> <p>Ensure equitable capital recovery and ensure that revenues are commensurate with the costs to provide service to each class of customer and the proper values of infrastructure.</p> <p>Have a strong knowledge of assumptions and their impact on valuation outcomes.</p> <p>Articulate complex financial methods, including to non-finance professionals, with ease.</p> <p>Have expert knowledge of Microsoft Excel.</p> <p>Source effective and timely deal documentation from the qualification process through the development of the project & contract negotiation history data and ensure this data is updated in the relevant databases in order to enable efficient transition to the Operational team.</p>
6	AWWSC	Director - Valuation Strategies	<p>To pro-actively identify and secure viable new business, lead the deal structuring & bid management process in the allocated territory and support in developing, updating the Regional business development plan and implementing the plan to secure profitable and sustainable business growth in line with the company's business plan (as given and strategy).</p>

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Line No.	Company	Job Title	Primary Role	Job Description
7	AWWSC Talent Development Business Partner		Responsible for managing the development, implementation, and evaluation of programs that facilitate organizational effectiveness and talent development across the enterprise. This position will report to the Senior Director, Employee Experience and Talent Development and will lead areas such as succession planning, culture, and leadership and professional development programs; and support areas such as employee experience, performance management, talent review, and change management. Provide oversight and direction to Talent Development Specialists.	<p>Leads the design, development and implementation of talent development programs and policies (e.g., succession planning, leadership and professional programs, etc.)</p> <p>Manages and oversees project work/ tasks assigned to the Talent Development Specialist.</p> <p>Oversees large scale project plans and resources to address extensive talent development needs, working closely with management and providing guidance to fellow team members in support of leadership and talent/professional development programs.</p> <p>Supports additional talent development projects (e.g., assessments for selection, change management, etc.) and partners with the business to identify needs, create solutions, and implement tools.</p> <p>Manages and facilitates the implementation of appropriate change management and talent development activities throughout organizational transactions.</p> <p>Partners with specialists from other COEs to ensure talent development solutions are integrated across the business.</p> <p>Develops assessment devices, training programs, facilitates implementation of appropriate change management initiatives and review current development programs to ensure adherence to company goals.</p> <p>Designs, develops, and implements leadership and talent development programs, content and learning solutions to broader business needs.</p> <p>Supports the implementation of selection tools, standards, policies and practices.</p> <p>Performs data analyses using multiple methods including Excel to measure progress and ROI of employee experience and talent development strategies and programs.</p> <p>Conducts research on best practices in talent development, leadership, and professional development, and provides recommendations around best practices and business applications.</p> <p>Partner across the business to develop and implement integrated workforce solutions that drive inclusive behaviors and business practices at all levels.</p> <p>Work with HR Business Partners and other leaders on identifying and actioning on day-to-day ID&E needs within their teams and increasing cross-cultural competence.</p> <p>Facilitation of work culture and workforce strategies regarding ID&E</p> <p>Act as an advisor and subject matter expert and partner with the committee and HR to develop a comprehensive strategy for the organization, focused on data analytics to meet workforce goals, retention and employee engagement and retention.</p> <p>Work closely with the Inclusion Committee/Task Force to develop comprehensive and innovative strategies to be imbedded in the business and providing data analytics to meet workforce goals, retention and employee engagement on a regular basis.</p> <p>Design, develop, and facilitate ID&E education, workshops, and training for executives and employees on content including bias, inclusive leadership, micro and macro behaviors, etc. and act as a resource to employees ensuring their voices and needs are being heard and acted upon.</p> <p>Promote leadership engagement by educating, coaching and providing feedback to senior leaders to optimize people practices in a way that strengthens inclusion, equity and a sense of belonging.</p> <p>Use data to create succinct narratives and deliver bespoke information for stakeholders assessing effectiveness of programs and initiatives and partner with communications lead on messaging, packaging and delivery of ID&E information.</p> <p>Initiate company-wide learning, workforce planning and audit talent profiles and assessments, and development of individuals and teams.</p> <p>Continuously enhance ID&E practices through providing insights that increase awareness of market/industry trends and sharing best practices to support an inclusive environment.</p> <p>Areas of focus include diagnosing issues/needs and analyzing data related to DEI, building strong relationships, and partnering with the business to foster a great place where everyone can do their best work.</p> <p>Identify and address barriers to our inclusive workforce, this is a critical strategic leadership role accountable for driving measurable, systemic, and sustainable change across the business.</p> <p>See description below.</p>
8	AWWSC ID&E Talent Acquisition Partner		Collaborate with Business Leaders to define, develop and drive Diversity & Inclusion (D&I) strategy and action plans. They assess and analyze data to help identify trends, insights, and gaps to inform D&I strategy as well as relevant programming and interventions.	
9	MAWC		See description below.	See description below.

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Line No.	Company	Job Title	Job Description
10	AWWSC Spec Ext Affairs	Primary Role	<p>The primary role of this position is to provide communications counsel to state management teams and to develop, coordinate, implement and manage external communications activities to support the success of the state's plan and operations. This role is responsible for developing and implementing a communications strategy that aligns with the state's mission and vision, and for providing counsel to state management teams on all matters related to external communications. This role is also responsible for managing the state's external communications budget and for ensuring that all external communications activities are conducted in a cost-effective manner.</p> <p>The External Affairs Specialist is a critical communications resource maintaining the company's communications effectiveness, flexibility and responsiveness within the communities we serve. This professional has communications knowledge and experience with implementing communications programs. While not directly responsible for customer communications or internal communications, the External Affairs Specialist is an active and vital component of an integrated communications team operating through a matrix management model that is responsible for functional excellence reaching all segments of the community. This role is responsible for identifying, developing, implementing and evaluating communications messages, tactics and activities. This role is responsible for monitoring and sustaining strong and enduring relationships with the media not only unanticipated events but also proactively to leverage media coverage. This function ensures that American Water is aligned with key community groups and organizations so that American Water is well regarded as a "good corporate citizen". The Specialist will ensure that the company is effectively aligned and positioned to identify and address key issues that may impact the community leaders, government and regulatory stakeholders as well as elected and appointed officials. Specialist will report to the Director of Communications and External Affairs, and the External Affairs Specialist will report to the Director of Communications and External Affairs, and indirectly to the External Affairs Manager in the State and to the Director of External Affairs at corporate.</p>
			<p>Provides communications counsel and ensures the effective implementation of external affairs and related communications activities.</p> <p>Assists in the proactive development of communications materials/tactics that produce cost, time and resource efficiencies and consistent messaging. Ensures that budget management across the state.</p> <p>Provides communications advice and recommendations to equip state and local management teams to develop and sustain key relationships - with community leaders, the media, elected/appointed officials, regulators and their staff members, and to manage and advance important communications subjects to these target constituents.</p> <p>Employs an awareness and knowledge of community resources and contacts to understand the attitudes and concerns of the community and establishes and maintains cooperative and effective relationships. Assists in implementing communications strategies, tactics and activities to ensure ongoing, consistent and targeted communications before, during and after rate case filings.</p> <p>Working with the External Affairs Manager, helps to identify and develop opportunities to raise and enhance the company's reputation as a good corporate citizen through strong networking skills, employing effective communications strategies and leveraging key community initiatives that align with company goals.</p> <p>Assists in implementing comprehensive strategic communications plans including media relations, conference participation, community relations/events, local government relations and sponsorship/membership and executes in a proactive manner.</p> <p>Assists in creating and implementing proactive, coordinated and aligned media relations, public relations and community relations plans.</p> <p>Assists in developing effective crisis plans and crisis communications materials.</p> <p>Adheres to all budget management requirements.</p> <p>Assists in monitoring internal/external business developments, as well as identifies connections between business activities and industry trends that may pose a threat or benefit to the company's reputation.</p> <p>Works closely with the External Affairs Manager, the Customer Communications Manager, the Internal Communications Manager and the Customer Service Center Communications Manager to ensure that materials are anticipated, planned for and developed on a timely basis to meet the needs of state operations.</p> <p>Assists in developing and implementing communications activities in support of all American Water business operations within the state. Provides communications support to business development activities, when needed.</p> <p>Assists in establishing and maintaining relationships with key media in the market and educates the media on issues of interest to American Water.</p> <p>Assists in developing, executing and measuring the effectiveness of media relations strategies in support of the state's capital investment program.</p> <p>Predicts and anticipates the needs of the news media/reporters and is cognizant of meeting these needs. Plans and manages large press and community events to build community awareness of American Water and positions the company for brand-building opportunities.</p> <p>Assists in the development, design, implementation and management of talent development programs and policies (e.g., performance management, talent reviews, change management).</p> <p>Oversees large-scale project plans and resources to address talent development needs, working closely with management and providing guidance to fellow team members in support of leadership and talent/professional development programs.</p> <p>Supports additional talent development projects (e.g., assessments for selection, succession planning, etc.) and partners with the business to identify needs, create solutions, and implement tools.</p> <p>Manages and facilitates the implementation of appropriate change management and talent development activities throughout organizational transactions.</p> <p>Partners with specialists from other COEs to ensure talent development solutions are integrated across the business.</p> <p>Develops assessment devices, including programs, facilitates implementation of appropriate change management initiatives and reviews current development programs to ensure adherence to company goals.</p> <p>Designs, develops, and implements leadership and talent development programs, content and learning solutions to broader business needs.</p> <p>Supports the implementation of selection tools, standards, policies and practices.</p> <p>Performs data analyses using multiple methods including Excel to measure progress and ROI of employee experience and talent development strategies and programs.</p> <p>Conducts research on best practices in talent development, leadership, and professional development, and provides recommendations around best practices and business application.</p>
11	AWWSC Talent Development Specialist		<p>Responsible for managing and supporting the development, implementation, and evaluation of programs that facilitate organizational effectiveness and talent development across the enterprise. This position will report to the Talent Development Business Partner and will lead areas such as performance management, talent review, and change management and support areas such as culture, employee experience, and leadership and professional development programs.</p>

Missouri-American Water Company			
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2024 GRC - MoPSC 0243 Attachment 1			
Line No.	Company	Job Title	Primary Role
12	AWWSC	Business Development Specialist	<p>Responsible for developing and maintaining guide to direct projected financial results and values for corporate and asset acquisitions; including financial, credit, and operational analysis on active opportunities and recently completed acquisitions.</p> <p>This role supports the business development process, financial and operational analysis and participates in strategic planning and budgeting sessions.</p>
		<p>Work closely with senior advisors to prepare presentations and other due diligence materials for investment committee decisions.</p> <p>Participate in meetings, due diligence visits, and other stakeholder interactions to gain exposure to the dynamic water sector.</p> <p>Facilitates activities to support successful integration of newly acquired businesses with existing operational and financial platforms.</p> <p>Evaluate potential growth opportunities in collaboration with operational business partners on an ongoing basis.</p> <p>Screen for investment opportunities using in-house and publicly available information.</p> <p>Performs Salesforce database maintenance tasks and reports.</p> <p>Documents processes including duplicate entry cleaning and error reports.</p> <p>Provides support on reporting and dashboards.</p> <p>Complete in-depth research on competitors and the water industry and communicate findings to executive leadership and throughout the organization.</p> <p>Oversee and update company-wide business development collateral.</p> <p>Draft communications and responses to RFPs in support of growth opportunities and other strategic initiatives that help to promote the delivery of corporate growth targets.</p> <p>Provide general support for day-to-day departmental needs and special projects which may include but are not limited to processing invoices, preparing meeting agendas and facilitating company correspondence.</p>	