



WORKFORCE DEVELOPMENT GUIDANCE DOCUMENT

Release Event



RECRUITING

refers to ...

The process of identifying, attracting, interviewing, selecting, hiring and onboarding employees. It involves everything from the identification of a staffing need to filling that need. As your external environment changes, your organization needs to be cognizant of these changes and adjust practices accordingly. It is important to not only look at skills, but also cultural alignment and diversity to ensure the long-term sustainability and resilience of the utility.

If filling a position with an internal candidate is not possible or practical, you will need to look externally to recruit for that role. This is a tremendous opportunity to enrich the organization.



Benefits:

- ◆ Recruiting staff with the appropriate skills to meet your utility's mission and vision is critical to ensure the long-term sustainability and resilience of your utility.
- ◆ Recruiting new staff with newer skills can add to the skill sets of all through knowledge sharing and might allow faster technical transition if internal training is not practical.
- ◆ Taking the time up front to ensure employment candidates are aligned with the utility's mission, vision and culture will save significant time, effort and grief in the future by not having to deal with staff retention, performance, and engagement issues.

Best Practices:

Diversity and Equity:

- ◆ Cast your net wider to improve the catch of potential candidates. The Canadian workforce has changed and so has your community and our industry.
- ◆ A utility workforce that reflects the community it serves builds community connection and engagement.
- ◆ Consider recruitment methods that eliminate bias (removal of names or pictures).
- ◆ Consider methods to structure the interview process to avoid diversity bias and improve interview inter-activeness.
- ◆ Inclusivity is the ongoing, internal effort to welcome a diverse workforce and to make them feel comfortable and equal while ensuring all employees feel fully valued.
- ◆ Ensure there is a gap analysis conducted such that staff diversity is accommodated, e.g., changing rooms, washrooms and personal protective equipment.
- ◆ Ensure the organization has created an inclusive culture through initiatives, such as tracking and reporting on diversity and inclusivity metrics, creating employee resource groups and purposefully establishing diverse project teams.

Recruiters:

- ◆ Ensure that those conducting the recruiting understand the mission and core values of the organization, as well as the technical requirements for a position.
- ◆ Ensure that those conducting the recruiting and hiring receive training and fully appreciated the importance of a diverse and inclusive workforce.
- ◆ Ensure managerial compensation packages and union collective agreements are competitive and attractive to potential employees.
- ◆ Consider, where appropriate, work-from-home and/or hybrid work-from-home/office options for maximum flexibility.

Communications:

- ◆ A good corporate communications plan can benefit every aspect of a utility from community engagement that supports operations to building the value of water AND the value of a career in our water/wastewater industry.
- ◆ Such community-wide communications plans should include a focus on the critical role of staff and on the opportunities for future staff. Early engagement in schools, colleges and universities, builds the profile of the utility as a quality employer.
- ◆ Regular communications and engagement with your diverse community can create a better sense of inclusion and encourage better recruitment from all sectors. Recognizing the diversity in your community, ensures communications are in the languages reflective of the target audience.
- ◆ How and where you communicate your recruitment needs can dramatically affect the responses you receive. Remember that you are not just 'hiring' a specific skill provider for a specific task, but 'recruiting' a team member that will serve their community, support the greater mission of the organization and hopefully stay a long while.

Once hired:

- ◆ Develop and initiate an onboarding process and appropriate training plan.
- ◆ Spend time with new recruits to ensure alignment with the organization's vision, mission and culture. Address misalignments early on to avoid long-term performance and/or engagement issues.
- ◆ Implement a mentoring program.
- ◆ Performance reviews should occur frequently for new hires and, at a minimum, conduct annual performance reviews of all staff.

Recommended Resources:

- ◆ Assemble a knowledgeable interview panel, such as, Human Resources and hiring manager
- ◆ Utilize employee assessment and profile tools developed by professional organizations to assist in hiring people who fit within the organization and have the prerequisite skills

