

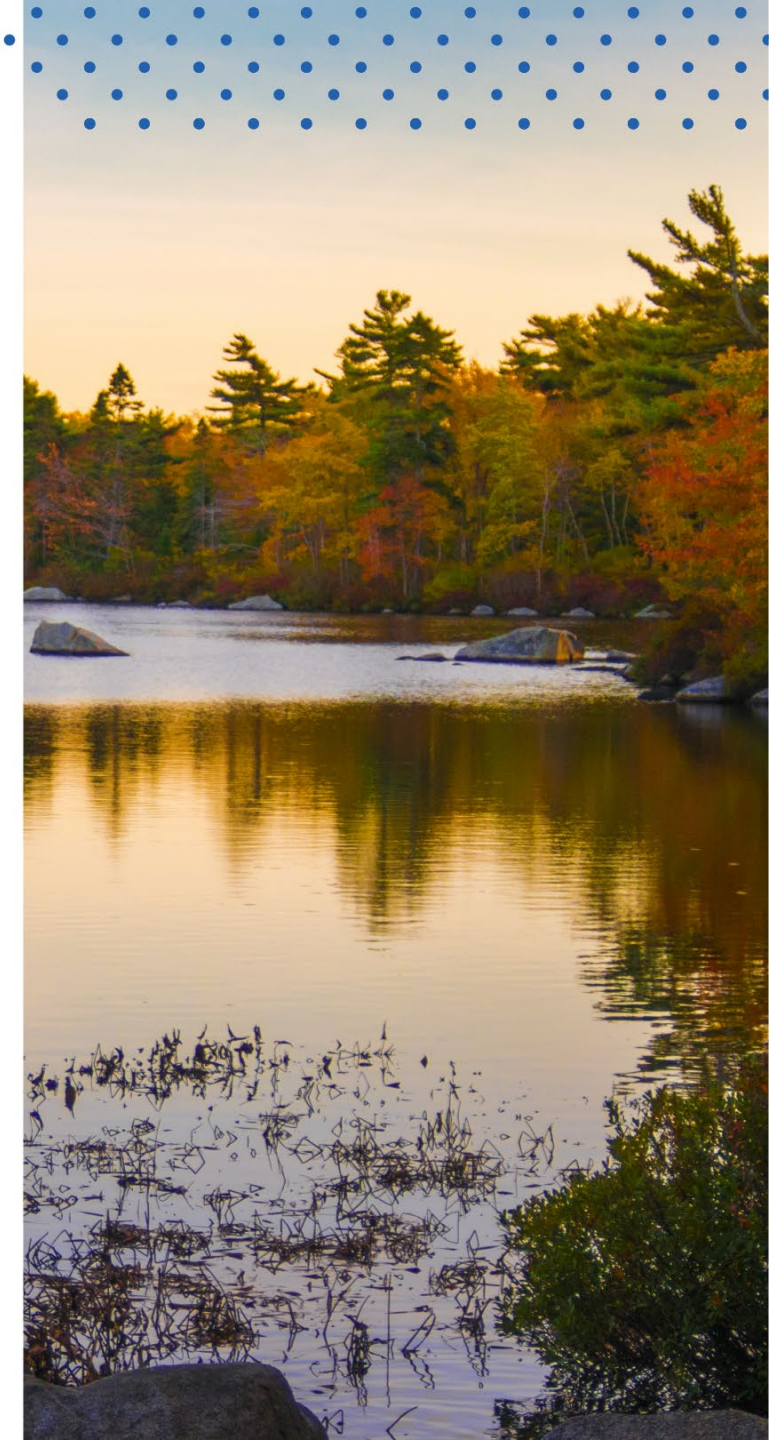


# Halifax Water Approach to Recruitment and Building Institutional Capacity

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NWWC Conference  
November 2022

**STRAIGHT from  
the SOURCE**



# 2022/23 Strategic Initiatives

## 2022-23 Annual Business Plan



Working together with mutual trust, respect and shared values that focus on our commitment to customers, community, and the environment.



**People**



**Health, Safety  
& Environment**



**Financial &  
Regulatory Accountability**



**Operational  
Excellence**

Approved by the Halifax Water Board  
January 27, 2022

Presented to Halifax Regional Council  
February 15, 2022



Halifax Water is constrained by limited financial and human resources



The plan for 2022/23 reflects the requirement to:

Maintain service

Meet regulatory obligations

Address capacity gaps (that are hindering our ability to proceed with initiatives)

Keep the most important and strategic initiatives moving forward

Promote a safety-first culture

Maintain team morale and guard against burn-out



This document is available at:  
[halifaxwater.ca/publications-reports](https://halifaxwater.ca/publications-reports)



# Current Situation

- Institutional capacity is an issue on the radar of our Executive team, the Halifax Water Board, and our regulator the Nova Scotia Utility and Review Board for the last several years
  - We have an Integrated Resource Plan that says we need to spend \$135 million dollars on average each year, to meet our asset renewal, growth and environmental compliance requirements 
  - We have a Corporate Balance Scorecard target to deliver 70-80% of the annual capital budget within the year 
  - We are structured to reliably deliver about \$60 million a year, and as the utility and need to deliver capital has grown exponentially, our capacity has not kept pace
  - We budgeted to hire 22 new positions this year, and will likely have at least that many next year



Recruitment is just  
one component of  
Talent Management





# Factors Influencing Recruiting Today

- Job descriptions that may be out of date, or written when there was a larger talent pool
- Generational differences
- Inflationary pressure on salaries creating a more competitive market
- Changing expectations within the workforce
  - Hybrid and flexible work
  - Right to disconnect
  - More concern for work-life balance
  - Less desire to work overtime
  - More concern about shift work
  - Expectation that workplace is civil, respectful, and committed to diversity, equity and inclusion



# What is Halifax Water doing?

- Updating and reviewing some job descriptions and benchmarking. **GOAL: Be competitive!**
- Relaunching an Employee Development Guide developed in 2020. **GOAL: 1) Make sure there are development plans for existing employees 2) we know their interests 3) they know potential career paths 4) they know how to access organizational supports and programs.**
- Each job description update or posting, considering what is truly a “mandatory” requirement. **GOAL: Broaden the pool of applications.**
- Using a variety of recruitment tools including psychometric testing. **GOAL: Broaden the pool of applications**
- Posting jobs in multiple channels. **GOAL: Broaden the pool of applications**
- Building the future pool of applicants interested in working at Halifax water. **GOAL: Create the talent pipeline**
  - Recognition as a top employer
  - Funding NSCC bursaries
  - Grade 9 – Take your Kid to Work Day
  - Hiring 40 – 60 summer students, work term or co-op students each year
  - Experiential learning





## Other things to consider

- Postings jobs with “tag-lines” that appeal to today’s workforce that may be looking for a purpose
- Providing a good overview of total compensation to prospective employees
- Be aware of, and protect your reputation as an employer
- Ensure recruitment processes are credible and unbiased
  - Fair hiring policies
  - Unconscious bias training for hiring managers
  - Panels that include HR, and communication to candidates through HR
- Effectively on-boarding new employees (not over-whelming them)
- Transferring knowledge from departing employees
- Increasing the diversity of applicants
- When to use external recruitment



# Development of Internal Candidates

- Identification of key positions
- Career pathing
- Developmental opportunities
- Job shadowing
- Programs to support learning



## One Team, One Water





# Monitoring Progress

- What gets measured, gets done. We have commenced reporting on institutional capacity.
- August 31, 2022 Halifax Water has 550 employees. Halifax Water has hired a total of 16 new employees year to date, but there have been 22 departures, which is concerning as employees are exiting at a faster rate than Halifax Water is able to replace them.

	March 31, 2022	August 31, 2022	Change
<b>Permanent employees</b>	524	527	+3
<b>Term employees</b>	23	23	0
<b>Total:</b>	547	550	+3

March 31, 2022 FTE employees	547
Plus new hires	+16
Less departures	-22
Positions filled internally	<u>+9</u>
	550



# Thank-you for attending today!



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