



Hire for Culture

What is
culture
and how
do I get it?

It all starts with Vision



\$20 will tell you if your team knows the Vision. It's the best money you'll ever spend.



If they don't know your vision, they will create their own which will be reflected in your culture - good or bad.

Gastonia Scurry
Special Utility District

2022-2023 Strategic Plan

Our Mission:
We are committed to providing high quality drinking water through a safe, dependable distribution system and superior customer service.

Our Culture:
We foster an environment of continuous improvement, work/life balance and personal accountability.

Our Vision:
To be a trusted resource in our community through operational transparency, customer engagement and progressive business practices.

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graph TD; G1((Goal 1: Superior Services)) --> G5((Effective Utility Management)); G2((Goal 2: Dynamic Team)) --> G5; G3((Goal 3: Responsible Stewards)) --> G5; G4((Goal 4: Meaningful Collaboration)) --> G5;
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Our Commitment to Excellence:

Accountability	Teamwork	Trust	Integrity	Service
We accept responsibility for our personal and Organizational decisions and actions.	We work together to support our teammates in achieving personal goals and professional objectives.	We are transparent in our operations, objectives, communication, and processes to ensure community trust.	We do the right thing, for the right reason, at all times. We conduct our business with honor.	We believe in having a Servant's Heart; the power of Positive Leadership and treating others with respect.

A Vision Statement is how you want the organization to look in the future. It provides a clear view of where you are going so everyone rows in the same direction.

It should be:

- Compelling
- Exciting
- Purposeful
- Define Behaviors
- Guides Decision making
- Short
- Posted EVERYWHERE





2022-2027 STRATEGIC PLAN

OUR VISION

Regional service through unity:
meeting our region's needs
today and tomorrow

OUR MISSION

Provide high quality and dependable
water, wastewater and solid waste
services in a cost efficient manner

GOAL 01 SERVICE Provide superior water, wastewater and solid waste services today and tomorrow	GOAL 02 STEWARDSHIP Responsibly manage public resources to ensure responsiveness, effectiveness and efficiency	GOAL 03 PARTNERSHIP Actively collaborate with members, customers, partners, employees and stakeholders	GOAL 04 PEOPLE Build a talented, competent and committed team
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OBJECTIVE 1.1 High Quality Services	OBJECTIVE 2.1 Efficient Business Practices	OBJECTIVE 3.1 Well-Informed and Educated Public	OBJECTIVE 4.1 Highly Skilled Workforce
OBJECTIVE 1.2 Successfully Deliver Capital Program	OBJECTIVE 2.2 Conscientious Environmental Stewardship	OBJECTIVE 3.2 Engaged Members, Customers and Stakeholders	OBJECTIVE 4.2 Safe and Healthy Employees
OBJECTIVE 1.3 Proactive Asset and Maintenance Management	OBJECTIVE 2.3 Rigorous Financial Management	OBJECTIVE 3.3 Durable Strategic Partnerships	OBJECTIVE 4.3 Performance-Driven Culture
OBJECTIVE 1.4 Reliable and Resilient Systems	OBJECTIVE 2.4 Systematic Risk Management	OBJECTIVE 3.4 Effective Organizational Communication	

OUR CORE VALUES

INTEGRITY WE ARE HONEST, TRUSTWORTHY, TRANSPARENT AND RELIABLE IN OUR WORDS AND ACTIONS AND ACCOUNTABLE FOR WHAT WE SAY AND DO.	TRUST WE ARE RELIED ON TO BE EFFECTIVE, HONEST, OPEN AND CONSISTENT, AND TO SERVE OUR CUSTOMERS' BEST INTERESTS.	RESPECT WE TREAT OUR CUSTOMERS AND EACH OTHER WITH COURTESY, KINDNESS AND FAIRNESS.	UNITY WE DO WHAT'S BEST FOR OUR CUSTOMERS AND THE REGION —ALL IN TOGETHER.	SAFETY WE MITIGATE RISKS IN OUR DAILY ACTIVITIES TO MINIMIZE ACCIDENTS AND INJURIES, AND PROTECT OUR PUBLIC HEALTH AND ENVIRONMENT. WE TAKE CARE OF EACH OTHER, NO WE CAN FULFILL OUR MISSION.	TEAMWORK WE COOPERATE AND COLLABORATE WITH EACH OTHER, OUR CUSTOMERS AND PARTNERS TO MEET OUR REGION'S NEEDS TODAY AND TOMORROW.
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Once you've defined your vision, define the qualities of the right person who will support the vision and build the culture.

- Vision:

- To be a trusted resource in our community through:
 - Operational transparency,
 - Customer engagement and
 - Progressive business practices.

- Right Person

- You need someone who demonstrates
 - Personal accountability & integrity
 - Customer service skills
 - Proactively looks for ways to improve

Our Culture is:

An environment of continuous improvement, high level of personal accountability and work/life balance.



We have a vision.

We know who
we are looking
for.

Now what?

First, understand that **Recruiting is Marketing.**

NEVER stop Recruiting!

- Do: Create ads designed to attract team members who seek the culture you offer.
- Do: Clearly identify your Vision and describe the type of person who would fit that vision (see previous slide).
- Do: Spend time creating a District/City page on LinkedIn, Indeed and Glassdoor and update it with regular, relevant content. Ask your current team to post why they love working for you. Post celebrations. Post pics of tough jobs. Post parties. Post about what we do. Create buzz and awareness. There should be constant activity on your pages.
- Do: Go to job fairs and community events to promote awareness for the industry. Sponsor 4H, Football and Band. Today's seniors are tomorrow's hires.
- Don't: Give a laundry list of "hard" skills. The right person can be trained.
- Don't: Make it hard to apply. Do a test run and apply for one of your jobs so you can see what it looks like from their perspective.

Time to make them squirm....

Prepare Behavior based Interview questions specific to your culture:

Personal Accountability: *Tell me about a time that you made a poor decision. Explain the circumstances surrounding the decision, why it turned out bad and what you did to fix it.*

Customer Engagement: *Tell me about a time you went above and beyond for a customer. Describe the situation, the action you took and the results.*

Proactive improvement: *Tell me about a time when you noticed a process was antiquated and could be updated to improve efficiency and save money. Explain what role you played in making the change.*

Teamwork: *Tell me about your favorite team you worked with. Why was it your favorite? Why did you leave? What part did you play in making it a great team?*

Self Improvement: *Tell me about the most recent book you read. Why that book? What was your favorite part?*

Integrity: *Tell me about a time you did the right thing even when others did not agree with you.*

Resources for Behavior Based Questions

The Table Group

Humble, Hungry and Smart Interview questions.

Five Disfunctions of a Team – best book on hiring for culture.

The Ideal Team Player – best book on hiring the right kind of people.

www.tablegroup.com

LinkedIn:

30 Behavioral Interview Questions To Assess Soft Skills on the Talen Solutions page.

InLearning for Business has multiple learning tracks for behavior-based interviewing. This is included in the upgraded, paid product and a great added benefit for training options.

www.business.linkedin.com/talent-solutions

What are you offering in return? More importantly, do you deliver on your promises?

- I promise work/life balance and I deliver on that promise with a 4 day work week, no hassle time off, support for their dependents with team sponsorships or buying all their candy during fund raising.
- We have a family picnic in the summer to thank our teams' loved ones for their support of our vision.
- I buy the good tools, uniforms, boots and coats.
- I give them a weekly forum to express frustration and provide input for change *and then I act on that input.*
- I celebrate wins publicly and with enthusiasm!
- I celebrate Birthdays and work anniversaries in ways that are meaningful to them.
- I fix equipment quickly and correctly, so they have the tools they need to do their job.
- I bring awareness to what they do so they know their work matters.
- I invest in their future with an annual training plan for each employee and then I follow through to insure they actually stay on track.
- I know what they are passionate about personally and find ways to support that.
- I am aware of their working conditions and provide comfort when possible. (ice in the summer, hand warmers in the winter, shade canopy, chairs, etc.).



Recruiting for the next generation of water nerds

- TAWWA has curriculum allowing High School seniors to graduate with their D License called the SETH program.
- TRWA has a new apprentice program that takes new hires through their C license.
- Summer Internships (paid) are a great way to introduce the youth to our industry.
- Offer your own apprentice program and present it at the school career fairs, senior work days, FFA and 4H programs.



How will
you know
you are
winning the
Culture
game?

You will begin to see
subtle changes to the
team dynamics:

Minimal Politics
Minimal Confusion
High Morale
Low Turn-over

Then more tangible results:

Productivity will go up

Ownership will go up

Teamwork will go up

Costs will go down

