

Hire for Culture

What is culture and how do I get it?

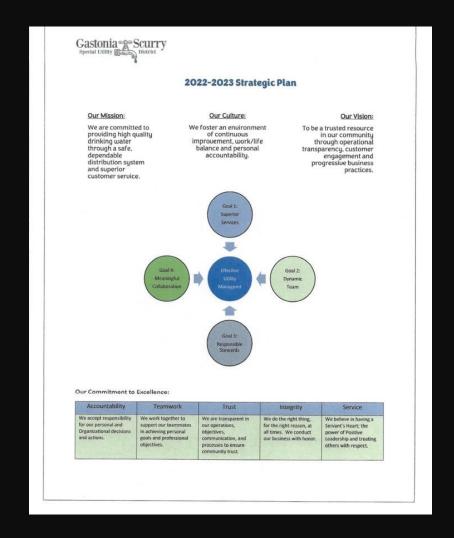
It all starts with Vision



\$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.



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





TEAS MUNICIPAL WATER WATER SISTRICT 2022—2027 STRATEGIC PLAN



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



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











High Quality Services

OBJECTIVE 2.1 Efficient Business Practices

Well-Informed and Educated Public Highly Skilled Workforce

Successfully Deliver Capital Program

OBJECTIVE 2.2 Conscientious Environmental Stewardship

Engaged Members, Customers and Stakeholders

Safe and Healthy Employees

Proactive Asset and Maintenance Management

OBJECTIVE 2.3 Rigorous Financial Management

Durable Strategic Partnerships

Performance-Driven Culture

OBJECTIVE 1.4 Reliable and Resilient Systems

OBJECTIVE 2.4 Systematic Risk Management

Effective Organizational Communication



WE ARE HONEST,



TRUST WE ARE RELIED ON TO BE EFFECTIVE, HONEST, OPEN AND CONSISTENT, AND TO SERVE OUR CUSTOMERS' BEST INTERESTS.



WE TREATOUR CUSTOMERS AND EACH OTHER WITH COURTESY, KINDNESS AND FAIRNESS.

UNITY WE DO WHAT'S BEST FOR OUR GUSTOMERS AND THE REGION —ALL-IN TOGETHER.



SAFETY WE MITICATE RISKS IN OUR DAILY ACTIVITIES TO MINIMIZE ACCIDE INTS AND INDURED, AND PROTECT OUR PUBLIC HEALTH AND ENVIRONMENT; WE TAKE CARE OF EACH OTHER SO WE CAN FULFILL OUR MISSION.



TEAMWORK WE COOPERATE AND COLLABORATE WITH EACH OTHER, OUR CUSTOMERS AND PARTHERS TO MEETOUR REGION'S NEEDS TODAY AND TOMORROW.

WWW.NTMWD.COM

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 <u>regular</u>, <u>relevant</u> <u>content</u>. 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:

<u>Personal Accountability</u>: *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.*

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

<u>Proactive improvement</u>: 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.

<u>Teamwork</u>: 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?

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

<u>Integrity</u>: *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.

LinkedIn:

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

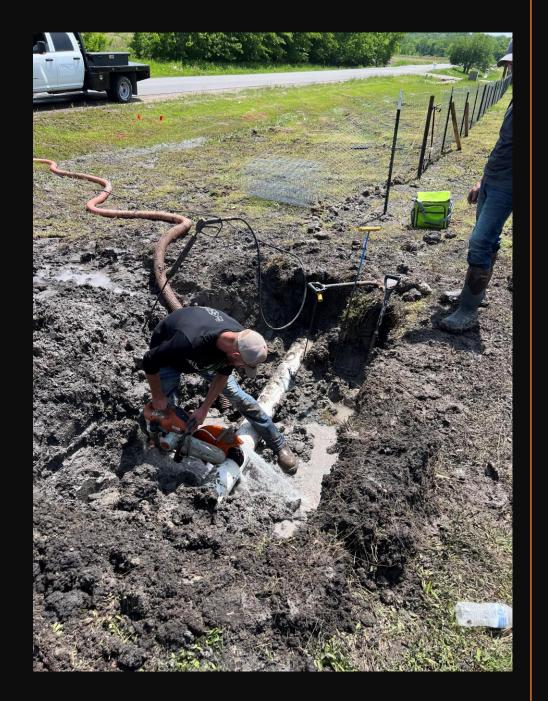
InLearning for Business has multiple learning tracks for behavior-based interviewing. This is included in the upgraded, paid product and a great added benefit for training options.

www.business.linkedin.com/talent-solutions

www.tablegroup.com

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

