

Cedar Falls Utilities

Taking Care of the Employees who
Take Care of the Service and
Reliability

Jim Krieg
General Manager



CFU Mission Statement

To provide our customers with innovative, high-quality services that bring the best value to our customers.



The Three C's

HIRING THE RIGHT PEOPLE

- Hiring Process

- Led by Human Resources Department

- Expectations and Qualifications (in order of priority)

- Character – Ethical and Responsible Person

- Chemistry – Teamwork and Personal Growth

- Competence – Has an Existing Skill Set and is willing to adapt to change and innovation, to learn and to grow



Hire Slowly – Use Competitive Process

- Review the Job Description
 - Update to meet change and new industry requirements
 - Define:
 - Duties
 - Essential Requirements
 - Characteristics most desired
 - Is this job dependant on people skills, physical requirements, independent judgment?
- Create a Scoring Matrix for the Hiring Team to use in evaluation of each candidate.

Creating a Pool of Applicants

- Publish the Job Opportunity
 - Internally to provide opportunity for growth and capitalize on experience
 - Externally to assure a broad pool of applicants
 - Occasional use of Recruiters
 - The scope of the advertising is directed by the skillset needed.
 - Engineers may require regional recruitment
 - Lineworkers are Statewide advertisements
 - Customer Service or Office Assistants are available in local labor pool



Refine the Pool

- Select 5 or 6 of the most qualified resumes for interview
 - The resume is the start of Character, Chemistry and Competence
- Reduce reliance on personal acquaintance, external alliances, friendships
- Eliminate nepotism absolutely



The Hiring Panel

The Hiring Team approach assures that candidates are assessed from different viewpoints.

- Manager – Accountable for an effective Department
- Supervisor – Direct Supervision and Crew Chemistry
- HR – Legal Compliance (EEOC, ADA, etc)
 - Hiring Process Integrity
 - Protect Character, Chemistry and Competence as the foundation.
- Co-Worker – The viewpoint from the next desk, the next pole or sharing callout.

Verifying the Three C's

The Hiring Team starts with a three ring binder containing the applications, resumes, and the matrix.

- Interview, each candidate is scored on each category
- Testing
 - The Wonderlic Test
 - Aptitude
 - Problem solving
- Background Check
 - Iowa Courts (online) – Respect for the Law - Character
 - Justifacts
 - Previous employment record
 - Verify references
 - Confirm no criminal record anywhere
- Evaluate and Recommend Hire



Approving the Hire

Before a job offer is made, approvals are required by:

- The Department Supervisor, Manager and Director
- The HR Director
- The General Manager

Retaining the Right People

- Starting on the Right Basis
 - HR orientation,
 - Safety Orientation
 - Welcoming Interview by HR Manager and Director
 - Explain the nature of a Public Agency and Mission Statement
 - Outline the Organizational Chart and the Vision
 - Emphasize positive attitude and core values
- Assign Mentor - a co-employee who can answer questions, and assist in smooth entry into the workforce.
- 60 Day and 120 Day follow-up interviews by HR
 - Is the “on-boarding” taking place
 - Benefits and wages in order
 - Does the employee appear satisfied, excited, invested, happy
 - Identify any problems at an early date

Retaining the Right People

- Competitive Wages and Benefits
 - Market based wages and benefits
 - Comprehensive salary study every 3 years
 - Pay for Performance (non-union)
- Family Friendly Employer
 - Family Care leave
 - Flex schedules
 - Compensatory Time
- Wellness Program and Health Plan
 - Onsite Fitness Center and Classes
 - Wellness incentives,
 - Medical screenings, physical exams and preventative care
 - Wellness Education



Performance and Training

- Training and Career Development Opportunities
 - Education reimbursement
 - Job related and technical training
 - External training consortiums at UNI and HCC
- Annual Performance Agreement/Goals
- Annual and Mid-year performance reviews



Retaining the Right People

- Employee Relations

- Annual Employee Satisfaction Survey

- Survey follow-up/Action Plans

- Employee Outreach

- One-on-One Meetings with HR

- Employee Relations Committee

- Confidential Suggestion Box

- Employee Recognition

- Service Awards

- Quarterly Business Meetings

- Employee Newsletter

- Performance Recognition - Department Funds



Retaining the Right People

- Employee Committees
 - Safety
 - Wellness
 - Employee Relations
 - Labor/Management
 - Recreation
 - Community Service
- Community Involvement – Service clubs and volunteer participations are supported.



Replacing Key People

- Succession Planning
 - Identify employees eligible to retire within 3-5 years
 - Identify critical key positions on that list
 - Assess key positions – what are the competencies and experiences needed?
- Create Expectations of Notice



Replacing Key People

- Succession Planning, cont'd.
 - Identify key internal talent
 - high potential employees
 - live company values
 - Assess key talent – development needs
 - Engage senior leaders in leadership building



A Culture of Respect

- The CFU Core Values provide
 - A basis for hiring
 - A standard for measuring performance of every employee
 - A platform for making decisions that are in the best interest of the community
 - A balance between the employee and the customer.

***Customer Focus, Ethical and Responsible Behavior,
Innovation, Employee Teamwork and Personal Growth***



Thank You

- Questions

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