

Énergie NB Power

Achieving Business Goals One Hire at a Time

BUSINESS ISSUE

In the early 2000's, New Brunswick Power (NBP) realized they had a multi-pronged problem.

Many of the company's leaders were close to retirement and if the current process for succession was not improved **25% of the roles would go unfilled**. While this is a problem in any organization, the nature of NBP's business means the cost of this can be astronomical. For example, if there are not enough licenced shift supervisors or operators to run a plant on a normal day, it must shut down, at a cost of hundreds of thousands of dollars.

There were also some key operational groups that needed attention, like the high security response team. Initial attempts to find individuals from related backgrounds like military and police proved to be challenging due to the unique requirements of a high security nuclear facility. And when individuals were placed in these positions, turnover was high.

And finally, NBP wanted a more systems approach to hiring. They had a strong desire to remove perceived subjectivity in the hiring process, to decrease manual intervention, and most importantly – provide hiring tools that showed a high predictability of performance success.

- **Quickly hire** for key open positions
- **Remove bias** from hiring
- **Predict hiring success**

SOLUTION

A few years later, NBP had fully implemented the SuccessFinder as a key part of the new talent selection and succession process. **A SuccessFinder Profile is now included as part of each employee record.**

For internal job postings, employees meeting minimum requirements were rated by their past supervisors on SuccessFinder traits specific to the new job in question. If NBP was hiring for a supervisor role, for example, demonstrated traits such as leadership, decisiveness, responsibility, empathy, and common sense would be the areas of focus to assess.

Final selection of the candidate thus included both individual SuccessFinder results and recommendations by former supervisors (which were informed by the identified traits most aligned with high performance for the role). This process has helped decrease the time spent on filling internal roles and has provided a language by which HR and the hiring manager can communicate about a new candidate's fit profile.

For external hiring, short listed candidates were also asked to complete a SuccessFinder test and they were assigned a **"Highly recommend, Recommend, or Not recommend"** rating, based on their SuccessFinder score against the role. This gave the hiring manager another tool to assess the candidate's strengths and weaknesses and has been a good predictor of performance and retention.

“

We've used **SuccessFinder** for over a decade to make talent decisions. **I can't imagine running my organization without it.** It gives key insights into the natural behaviour of people and helps them see the kind of work they will thrive in. I believe it has materially impacted our business. I'm a big fan.

Gaetan Thomas, CEO, NBP

About New Brunswick Power

New Brunswick Power (NBP) is a Crown Corporation, maintaining one of North America's most diverse generating systems consisting of 12 hydro, coal, oil and diesel-powered generating stations and one nuclear plant. These generating units provide electricity to nearly **400,000 residential** and business customers through distribution lines and substations throughout the province. NBP also exports electricity to **New England, Quebec, Nova Scotia and Prince Edward Island**. NBP has approximately **2,300 employees** across the province operating with a predominantly unionized workforce.

BUSINESS RESULTS

Over the last 15 years, SuccessFinder has proven to be a key talent management platform for NBP. Some of the key results include:

- SuccessFinder has been shown to be a predictor of job success through **demonstrated performance**
- Within specific job categories, **turnover** has been reduced from **40 to less than 5%**.
- SuccessFinder has contributed to more diverse workforce through **removal of hiring bias**
- Supervisors report **higher satisfaction** with the quality of candidate selection

Today, all 2,400 employees take SuccessFinder as part of their talent profile. In addition to hiring and succession, it is also used as part of:

- **Personal Development**
- **Workforce Planning**
- **Team Development**
- **Conflict Resolution**
- **Wellness & Accommodation**

New Brunswick Power is again facing internal recruitment challenges. Over 300 leaders will be leaving the company in the next 3 years.

NBP is more than prepared with a substantial team of internal certified SuccessFinder practitioners ready to take on the challenge.

With nearly two decades of experience, SuccessFinder is helping NBP achieve its business goals **one strategic hire at a time**.

BRIAN'S STORY

Brian was working in Toronto as a staff recruiter for a local business. When he turned off his car engine due to a horrific traffic jam on Toronto's Don Valley Parkway, he decided enough was enough. He was going to consider a major change in profession and location.

As part of his job search he perused the NBP web site and saw a position that, on a lark, he applied for. As part of the application and interview process, he filled out the SuccessFinder assessment.

Cue NBP who saw Brian's assessment placed him not only as **"highly recommended"** for the role he had applied for, but also for another role that was adjacent to the one he was considering.

Within 3 months Brian had moved to New Brunswick and was in his new position. Within 8 months he had transitioned to the other role that was even more satisfying to Brian and to NBP.