



Business & Financial Conference



Network & Grow Together

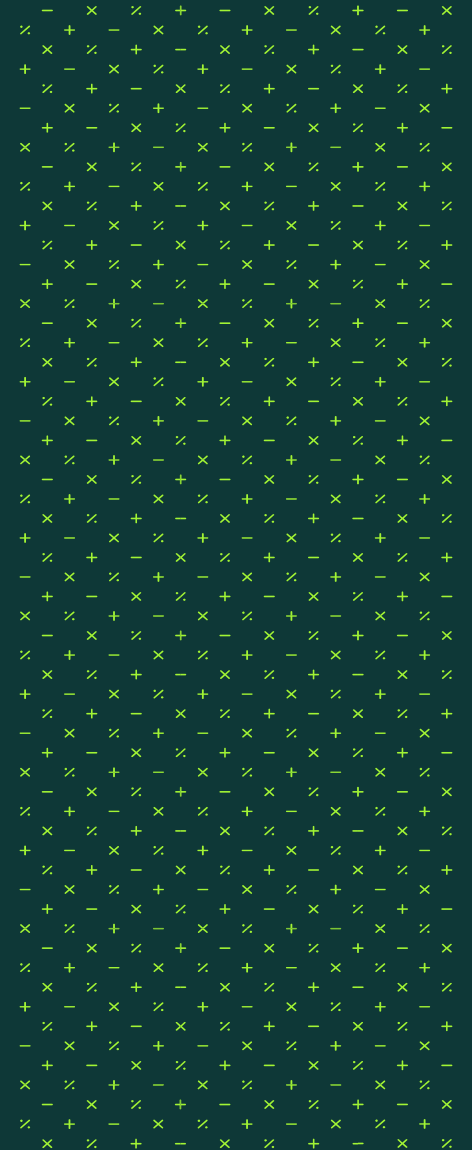


MOSSADAMS

Recruit, Onboard, Inspire Your Accounting Team

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Learning Outcomes

1. Identify various recruiting ideas for accounting staff
2. Discuss how to successfully onboard your new accounting staff
3. Develop a succession plan that inspires each individual to be an accounting superstar.



Start with Succession Planning

Take stock of what you
have

- Obtain a full understanding of what you have and skillset of current workforce
- Skillsets should include what they do today and can do tomorrow
- Identify future needs
- Map current employees/skillsets to key future needs
- Review turnover history



Identify Needs

Talent Gap Analysis

- Identify talent gaps
- Could reorganization of current structure help - are the right people in the right seats on the bus?
- Consider non-routine events and whether current skillsets can handle these types of events
- Re-evaluate your requirements – The more we ask for, the fewer candidates will match and there will be more competition.
- Use current employee data to tell the story



Recruiting

Carefully consider who is interviewing candidates

- For highly competitive positions, the interviewer should be one who encompasses the culture of the Utility
- Understand the challenges the Utility faces in filling certain positions and have responses ready for the candidates.



Recruiting

Carefully consider who is interviewing candidates

- For all interviewers, understand the generational differences in recruiting
 - ✓ What makes employees excited about their job
 - Steady work vs. new projects
 - Career path
 - Sense of community
- Be prepared to clearly illustrate the advantages you offer that make your opportunity the best opportunity



Recruiting

Carefully consider who is interviewing candidates

- Millennials are a priority – this group will be your largest employment target
 - ✓ They will be the majority of our global workforce at 75% by 2025
 - ✓ They are a social group
 - ✓ They are on tech all the time – Social media presence is a key
 - ✓ They see a purpose gap – they'd rather make less money than work for a company that doesn't care about them, or their communities
 - ✓ They care about issues, like climate change and GMO food products. Recycling isn't optional.
 - ✓ They expect to be given opportunities to thrive and grow



Onboarding

Develop careers, not jobs!

- Embrace the individual strengths of each generation to ensure the success of your Utility.
- Consider diversity
- Look at job descriptions – consider changing the way work is done
 - ✓ Doing the same thing everyday vs. new projects
 - ✓ Cycling through different types of jobs
 - ✓ Getting closer to the action (send your accountants out of the accounting department)



Retaining People and Creating Superstars

For additional information,
visit the *Center for Creative
Leadership* website at
www.ccl.org

- All generations have similar values – for example, family tops the list for all of the generations. The most striking result of research is how similar the generations are in the values that matter most:
 - ✓ Everyone wants respect
 - ✓ Leaders must be trustworthy
 - ✓ Everyone wants to learn
 - ✓ Nobody likes change
 - ✓ Everyone likes feedback
 - ✓ Loyalty depends on context



Retaining People and creating superstars

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- How do you retain people for a long-term career?
 - ✓ Evaluate employee programs – especially when demographics or generational changes are occurring within your workforce
 - ✓ Develop training and continual learning environment
 - ✓ Help employees understand their career path
 - ✓ Employees often want growth opportunities and ways to connect
 - ✓ Look at salary information against industry or regional ranges



Future Trends

Times are changing rapidly!

- Many new business transformations will occur (or are occurring) during our careers with technology as a driver:
 - ✓ Block chain
 - ✓ Artificial intelligence
 - ✓ Big data analytics



Future Trends

Times are changing rapidly!

- Understand what skill sets are going to be needed for the future as certain day-to-day activities will continue to become more automated.
 - ✓ Collaboration – no one can know everything
 - ✓ Critical thinking
 - ✓ Emotional intelligence
 - ✓ Intellectual curiosity
 - ✓ Growth mindset





**THANK
YOU**

