

2009 International Innovation in Diversity Awards Georgia Power - Award of Excellence

Building Trust through Better Job Selection

The goal is for every employee to feel valued, respected, and productive, and the outcome is predicated on the quality of the relationship between a manager and employee. To achieve this goal, **Georgia Power** is focused on improving management skills in six areas: performance feedback, job selection, representation, retention, communication, and retaliation awareness.

President and CEO Mike Garrett asked two executive officers to increase trust in the job selection process and in managers making hiring decisions. They chartered a 23-employee Job Selection Task Force (JSTF) to identify issues and make recommendations.

The JSTF closely reviewed the company's well-defined selection process and eventually recommended 15 specific best practices and behaviors to build trust. These actions, addressed in mandatory workshops for managers, included:

- Precise identification of skill sets required for the position.
- Better coordination between the hiring manager and candidate's immediate supervisor regarding developmental feedback.
- Clarity on where race, gender, and ethnic representation fit into the company's seven-step job selection process.

In addition, a high-level project manager was assigned to implement recommendations, which required a collaborative process between executive management, human resources, diversity organization, corporate communication, and outside consultants.

Since January 2009, the team has conducted 42 workshops and trained 82 percent (862) of managers eligible for training. For any broad-based culture change initiative, the ultimate proof of sustainability takes many years to achieve. However, current internal and external survey results show progress:

- Workplace concerns about job selections declined noticeably.
- 85% of employees believe their immediate supervisor cares about them.
- The item, "Promotions go to those who best deserve them," increased by 11 points. **PDJ**

Excerpted from July/August 2009 Profiles in Diversity Journal