

### **Going through a re-organization? Do you need to sort through the internal applicants to find the best qualified for each job?**

**For practical, common sense advice and assistance American Water Turned to Von Culin Associates**

American Water was founded in 1886 as the American Water Works & Guarantee Company; it reorganized in 1947 as American Water Works Company, Inc. In January, 2003, RWE, the second largest electricity producer in Germany, acquired the company and renamed it American Water. In the United States, RWE owns and operates both American Water, based in New Jersey, and California American Water, CalAm, a west coast subsidiary.

"In 2004 we were reorganizing numerous functions," said Sarah Jane Kennedy, Vice President of Human Resources for the Northeast Region. "To select the best internal candidate to fill each position, we needed to sort through the many employees who applied." To make the process efficient many candidates needed to be interviewed at one time.

#### **Business Issue**

Although American Water uses a sophisticated competency model in its hiring and selection process, they didn't have all competencies and/or specific skills defined for all jobs at all levels.

"It was a massive undertaking," said Ms. Kennedy. For assistance, she turned to Von Culin Associates.

#### **Solution**

Janis Von Culin met with Ms. Kennedy to begin the process. She needed to understand the company and then the competencies needed for each specific job. Because of her sound business experience, HR acumen, and the many hours spent interviewing hiring managers and employees, Janis quickly understood what needed to be done.

"She worked with us as an adjunct to HR, helping in the selection process" said Ms. Kennedy. "Janis is so well organized and so efficient she was able to get us through this massive process in short order."

Working with Von Culin Associates, American Water expanded their compendium of interview questions and tools to evaluate all candidate on all competencies at all levels.

They didn't have the staff to get through the interviews quickly enough with the process already in place. Janis developed a questionnaire, facilitating the process and helping ensure that all of the hiring managers were consistent with their interviews. Taking advantage of American Water's technology, Ms. Kennedy posted all of the materials Janis developed on the company Intranet, making them easily accessible.

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## Outcome

"Janis worked with the hiring managers until the backlog was under control," said Ms. Kennedy. She added that American Water has integrated many of the Von Culin suggested processes into their routine interviewing process.

"Janis is excellent at problem solving with practical advice and common sense," Ms. Kennedy went on to say. "I know I have a seasoned HR professional that I can call on at any time to use as a sounding board. In fact, I would never hesitate to call her and say 'here's the project' and turn the whole thing over to her."

## How can we help you? Let's talk.

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