



Essential Utilities Staffing, Selection & Onboarding Guidelines

Overview:

The Staffing, Selection and Onboarding Guidelines provide context for Human Resources and the Essential management team to use a best practice approach to efficiently fill positions with qualified candidates. The purpose of the Staffing, Selection and Onboarding process is to provide Essential Utilities with efficient, consistent and equitable procedures for filling job vacancies to contribute to the success of the company by hiring the most qualified, and likely to be retained, candidates. The process has been designed to deliver a high-quality employee and stakeholder experience. Essential Utilities is dedicated to providing equal employment opportunities compliant with state and federal laws and regulations providing equal employment opportunity to all applicants and current employees.

These guidelines pertain to positions posted internally (open to current employees) and external applicants (nonemployees, including temporary employees and contingent workers).

Equal Employment Opportunity:

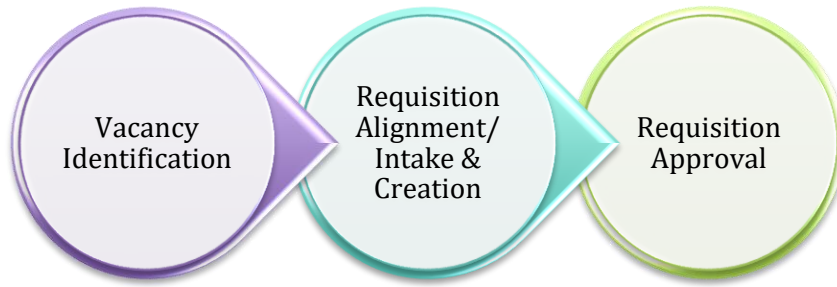
Essential is an Equal Employment Opportunity (EEO) employer. All employees and applicants for employment are afforded equal opportunity in all areas of hiring and employment, without regard to race, color, religion, creed, national origin, ancestry, gender, gender identity, gender expression, sexual orientation, genetic information, marital status, citizenship, age, physical or mental disability, veteran status or any other classification protected under applicable laws (“Protected Classifications”). The Chief Human Resources Officer (CHRO) serves as the Company’s EEO Officer and Manager responsible for the day-to-day implementation and monitoring of the Company’s EEO policies. All employees, regardless of their position, are covered by and are expected to comply with this policy and to take appropriate measures to ensure that prohibited conduct does not occur. Appropriate disciplinary action, up to and including termination, will be taken against any employee who violates this policy. Essential complies with the Americans with Disabilities Act (ADA), as amended by the ADA Amendments Act, and all applicable state or local laws. Consistent with those requirements, Essential will reasonably accommodate qualified individuals with a disability if such accommodation would allow the individual to perform the essential functions of the job, unless doing so would create an undue hardship or a direct threat to safety. If an employee believes they need an accommodation, they are required to contact Human Resources. Essential will also, where appropriate, provide reasonable accommodations for an employee's religious beliefs or practices.

Resources:

Listing of Links to Quick References Guides

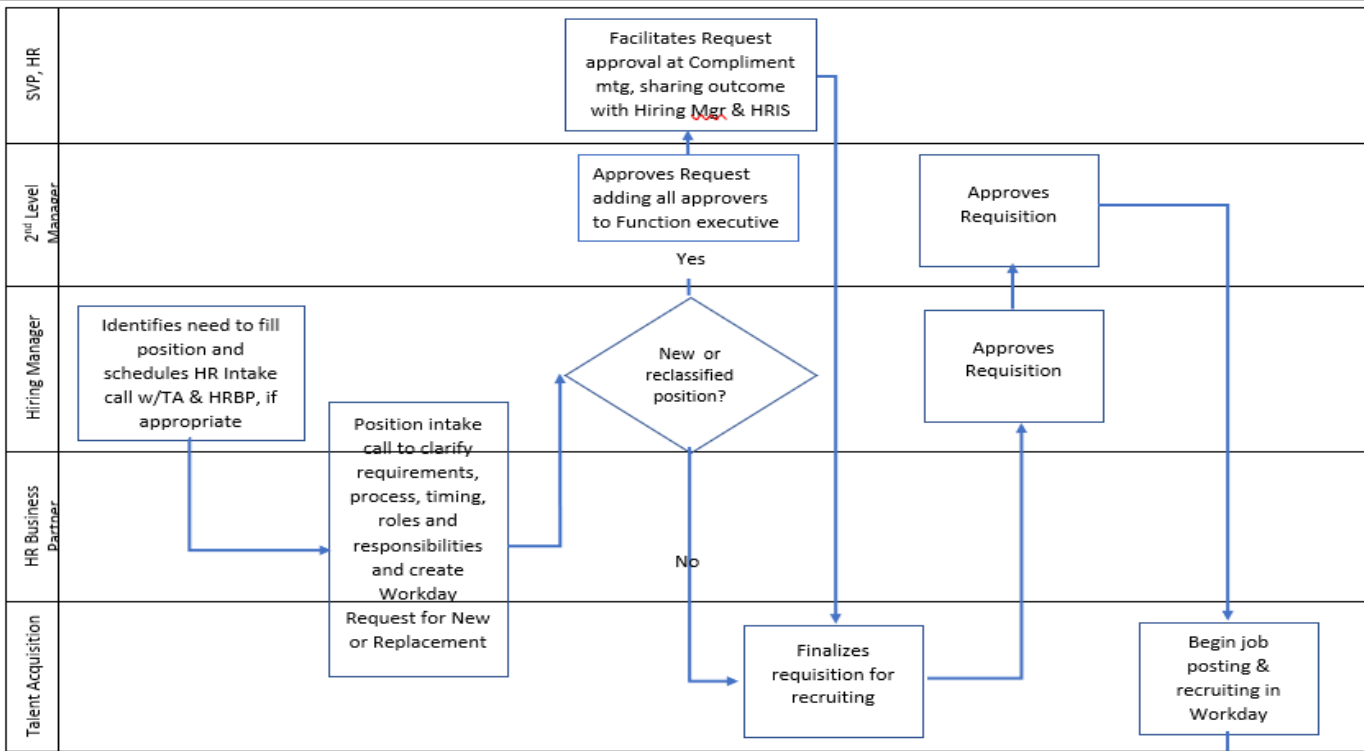
[Workday Quick Reference Guides](#) – HR Service Center on InfoStream
<http://infostream/Departments/HRServiceCenter/Pages/Careers.aspx>
<https://peoplesplace.peoples-gas.com/hr-service-center/careers.php>

Section 1: Vacancy Alignment and Requisition



The following outlines the steps, roles and responsibilities in the initial Vacancy Alignment and Requisition process:

Step	Recruiting & Selection Action	TA Specialist	TA Coordinator	Hiring Manager	HRBP
1	Position/REQ intake conversation	X		X	X, for all non-union positions
2	Creation of Workday Requisition	X		X	X
3	Confirming Manager approval of job REQ and posting			X	
4	Job Requisition approval			X	
5	Creation/management of evergreen REQs for incoming hiring classes	X			



A. Vacancy Identification

The **Hiring Manager** identifies the need to fill a position and should initiate the requisition in the Workday to:

1. Request a union or nonunion replacement position be filled
2. Request a new position be considered during the Executive Complement meeting
3. Requesting a new position be filled outside of the annual Executive Complement meeting schedule

B. Requisition Alignment/Intake and Requisition Creation

Hiring Managers must contact Talent Acquisition to ensure the Requisition is correctly completed and routed for approval which is best accomplished through an Intake meeting. During the Intake meeting, which must include the Hiring Manager and Talent Acquisition Specialist and may/should include the Human Resources Business Partner, the discussion will detail the open position, clarify requirements, processes, timing, roles, and responsibilities. If the Hiring Manager does not initiate the meeting, Talent Acquisition will schedule the Intake meeting within three (3) business days of being assigned to the requisition. Intake meetings for positions of regular frequency should be at the discretion of the Talent Acquisition Specialist.

Additional Intake Meeting discussion topics shall include:

- Budget information/approval
- Compensation Details (compa-ratio, budget, internal equity, and market feedback)
- If replacement position - Exit survey information | retention strategies
- Department vacancies ("seats") to be created if necessary
- Timeline
- If not previously completed, development of a Requisition in Workday, which will identify the following:
 - exempt/non-exempt
 - reason for opening
 - essential job functions and qualifications
- Recruiting strategies/sources, including job posting language for job advertisement on external job boards
- Selection procedures, including the use of assessments or interview panels

C. Requisition Approval

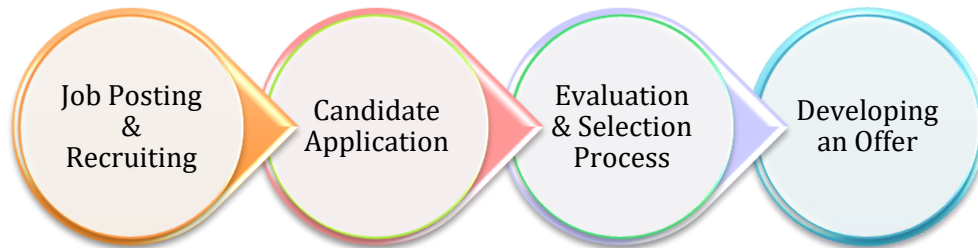
The process for approving a requisition to fill a vacancy involves:

Role	Union Replacement	Non Union Replacement	New Position Approved Following Complement Meeting	New, Unbudgeted
Hiring Manager	1	1	1	1
TA Specialist				
HRIS			2	
HRBP	approval process visible	approval process visible	3	2
2nd Level Manager	2	2	4	3
Group Executive			5	4
Functional VP			6	5
SVP, HR			7	6
CEO			8	7

**If the requisition is created by the hiring manager, their submission is considered the first approval. The talent acquisition specialist and HR business partner also have the ability to create requisitions; If the req is created by either of these individuals, it will route to the hiring manager as the first approver.*

***Routing for new and/or unbudgeted positions progresses through the leadership span, stopping at the first vice president in the span; it then goes to the CHRO for review.*

Section 2: Recruiting, Selection and Offer of Employment



The following outlines the steps, roles and responsibilities in the Recruiting, Selection and Offer of Employment process:

Roles and Responsibilities					
Step	Recruiting & Selection Action	TA Specialist	TA Coordinator	Hiring Manager	HRBP
6	Job ad posting	X			
7	Resume review	X			
8	Candidate screening interviews	X			
9	Assessment administration (if appropriate)	X	X		
10	Interview scheduling coordination	X	X		
11	Interview guide/assessment report sharing with manager	X			
12	Interviewing	?		X	X - Supervisor & above
13	Candidate selection documentation	X		X	
14	Confirm offer w-intake discussed range and comp-ratio	X		X	
15	Extend offer to candidate	X		X	

A. Job Posting & Recruiting

During the Requisition creation process/Intake meeting, Talent Acquisition will discuss/draft the job advertisement to be used in the internal and external job posting. Union roles are exempt from this rule, since the job posting is typically predetermined by the union.

Once an open position is approved for recruitment, Talent Acquisition will create a compelling job advertisement that captures the nature of the role, sells the opportunity and the business, and provides direction for applying. This should

provide information to attract competitive and qualified candidates to the position. Jobs may be posted simultaneously internally and externally based on the recruitment process agreed to during the Intake Meeting. Potential candidates for open positions can be found from inside and outside of the organization, and each type of candidate can be found through an assortment of sources.

Essential Utilities promotes equal employment opportunities compliant with state and federal laws and regulations. The Company will only consider internal or external candidates for employment who submit an application using the process noted in the job posting which references a specific job requisition number. Candidates who fail to properly submit an expression of interest, including failure to meet deadlines, will not be considered for employment.

Internal Job Posting:

The internal job posting policy is to ensure that all employees are aware of available employment opportunities. The internal job posting process is open to regular full-time and part-time employees. Contract or temporary employees may apply as external candidates and are required to complete the new hire pre-hire processes, such as drug screens and background checks, if hired into a position as a regular full- or part-time employee. Employees wishing to be considered for an internal job opportunity must submit an online application indicating interest and qualifications for each position for which they want to be considered

- Employment opportunities are typically posted on the internal Careers page for at least **seven (7) business days** to allow for employees who may be out of the office during regular business hours.
- In some cases, external recruiting may take place simultaneously to expedite the process as business needs require. Internal applicants may or may not be given preference, depending on the circumstances.
- All positions except for Vice President level and above must be posted internally.
- At the discretion of the hiring manager or Human Resources Department, certain positions may not be posted, when there are lawful, nondiscriminatory basis for doing so and with the approval of the SVP & Chief Human Resources Officer.

Union Bid Process:

Regular full-time and part-time employees who are part of a union should refer to their Collective Bargaining Agreement (CBA) regarding the union bid process for their specific union.

External Job Posting:

Depending on the job opening, an external search for qualified candidates may occur, possibly simultaneously or following the conclusion of an internal posting. The open position will be posted on the external Careers site and list all available career opportunities. Candidates are provided with specific instructions on how to apply for open positions. In addition to posting on the company Career Opportunities websites (Aqua, Peoples, Delta, and Essential), Talent Acquisition and the Hiring manager may identify external recruitment sources to be posted appropriate for the position being filled. Some strategies include partnerships, third-party recruiting/staffing vendors* or agencies, high schools, technical schools, colleges, and universities, community advertisements, media, or incentives (e.g., employee referral bonuses).

*If third-party recruiters/search agencies are utilized, this cost is charged to the department of that position.

B. Candidate Application

The Recruitment process begins upon the candidate's completed application for an open position posted on the external/internal/third-party party job boards/platforms.

Internal Applicants:

Essential is dedicated to assisting employees in reaching their professional goals and expanding their scope of knowledge through internal promotion and transfer opportunities that meet business needs. Job openings will be posted on the Company's internal job openings website accessible via Workday, Infostream and Peoples Place.

Employees are eligible to apply and be considered for internally posted positions if:

- Employee has been in their current position for at least 12 months. (Exceptions to this requirement can be made by an employee's current supervisor in conjunction with Human Resources).
- Employee meets the minimum qualifications listed for the position on the job posting.
- Employee's performance meets performance evaluation standards at an acceptable level or established work standards in the employee's current position.
- Employee did not receive employee counseling or corrective/disciplinary action within six months, is not on a performance improvement plan, and is meeting performance expectations. Exceptions are subject to approval by HR.
- Management approval is not required to apply or interview for a posted position, but it is the responsibility of the employee to notify their supervisor prior to interviewing.
- Employee must apply via the Job Hub on the Company's internal website.

All internal applicants will receive notification from either HR or the Hiring Manager as to whether they will be interviewed for the position. Hiring Managers will notify all applicants in their respective departments and HR will notify internal applicants in other departments.

Although employees are not required to notify their supervisor that they applied for a position, the employee is responsible for notifying their supervisor should they be chosen to interview for the position

Prior to an offer being made, the candidate's current supervisor will be contacted by TA and made aware an offer is forthcoming. Once the successful candidate has been chosen and accepted the offer, the Hiring Manager will notify the remaining candidates, in their respective departments, of the decision and provide specific developmental feedback. The TA team will notify the remaining candidates, not in the hiring manager's department, and will provide specific feedback to these candidates as well. The current and the new supervisor will work together to determine an appropriate transfer date.

Essential Utilities reserves the right to change this practice at any time and for any reason and to grant exceptions to this policy based on business needs.

The internal process outlined above applies to both nonunion and union candidates applying to non-union positions.

Union Bid Process:

Regular full-time and part-time employees who are part of a union should refer to their Collective Bargaining Agreement regarding the union bid process for their specific union.

External Candidates:

Candidates who apply for positions posted externally must follow the instructions provided in the job posting advertisement for completing the online application thoroughly and correctly within the timeframe identified. Only candidates who meet or exceed the minimum qualifications of the role will be considered.

C. Evaluation and Selection Process:

As a best practice, Talent Acquisition should maintain candidate dispositioning and requisition status in Workday for the Hiring Manager's view of their Recruiting Dashboard. Talent Acquisition may also send weekly update emails to the Hiring Managers and copy the HRBP outlining the status of each requisition

Legal Considerations:

All involved in the evaluation and selection process should familiarize themselves with state and federal laws that dictate the types of predetermined questions being asked during an interview. Questions relating either directly or indirectly to race, color, religion, creed, national origin, ancestry, gender, gender identity, gender expression, sexual orientation, genetic information, marital status, citizenship, age, physical or mental disability, veteran status, or any other classification protected under applicable laws should be avoided entirely. Title VII of the Civil Rights Act of 1964 prohibits discrimination based on race, sex, color, national origin and religion, The Age Discrimination in Employment Act of 1967 that prohibits questions about a person's age, the Americans with Disabilities Act of 1990 (ADA) protects qualified individuals with disabilities from discrimination in employment. The Genetic Information Nondiscrimination Act of 2008 prohibits employers from collecting and using genetic information.

Reviewing Applicants:

Using criteria and minimum qualifications discussed during the Intake meeting, Talent Acquisition is responsible for ensuring applicants are screened against these requirements. Should a Hiring Manager wish to consider a candidate who does not meet the requirements, all other similar candidates must also be considered to maintain nondiscrimination in the Company's hiring practices.

The Talent Acquisition Specialist may forward applications of candidates who have met the minimum requirements to the Hiring Manager for further review and screening.

Pre-Screen Interview Process:

A prescreen Interview can help determine if an applicant's motivational fit, competency requirements, technical abilities, experience, skills, education, and salary needs align with the position and the organization. During this time, Talent Acquisition will clarify unclear information on the applicant's resume or application (e.g., salary, resume gaps). This process can help narrow the applicant pool and select candidates for formal interviews. During this process, the Talent Acquisition Specialist will ask the applicant carefully prepared questions that are consistent and job-related. Pre-screening interviewing is critical in assessing a candidate's desired compensation and working conditions.

Assessments:

Retention is a strategic imperative for Essential. Assessments provide objective information about the aptitude, skills and risk factors that affect retention. This information is key to making an informed hiring decision. Candidates want to show they are the right person to hire, and they know their performance on the assessment will help demonstrate that.

Assessments are sent by the Talent Acquisition Specialist to selected internal and external candidates prior to interview with the Hiring Manager's panel. The Assessment Selection report should be provided to the Hiring Manager only for review. Unless there are valid business reasons, candidates who are assessed to be a poor fit should not be invited for interview. Questions provided in the Selection Report should be incorporated into the interview guide to enable the hiring manager to further investigate the candidate's fit for the role.

Under no circumstances should the Selection Report be shared with the candidate, including after they are hired.

Assessments Administered for Selection and paid for by HR (Others are available, see Organizational Development team for assistance):

Job Types	Talogy Assessment	Assessment Description	Length	Re-Take Schedule
Manager and director level, required	SALD – Select Assessment for Leader Development	18 competencies critical to success in people leadership roles across industries (e.g., Delegating & Empowering, Managing Change, Accountability, Conflict Mgmt)	90 – 120 minutes	3 years
Front-line Supervisor roles	SALP - Select Assessment for	11-12 competencies critical to success in frontline supervisor/manager positions (e.g., Safety	75 – 90 minutes	3 years

over-seeing Utility Ops & Support roles, required	Leader Professionals	Leadership, Managing Resources, Decision Making, Adapting to Change)		
Professional individual contributors.	SAP – Select Assessment for Professionals	11 competencies among 4 dimensions critical to success in professional roles (Interpersonal, thinking, and work styles, and leadership potential)	60 -75 minutes	3 years
Business Development & Sales	SalesPro	7 Sales competences and three sales styles to evaluate the success in strategic business development/sales roles	50-60 minutes	3 years
Entry-level Call Center Representative	Service Fit	Level of risk around job-relevant aspects, such as: Quality, Stress Tolerance, and Productivity; then, depending on the role, Sales and/or Service Potential	25 – 30 minutes	1 Year

Pre-Employment Testing:

Specialized operation positions may require pre-employment skills testing of applications that meet the minimum requirements of a position. As part of the selection process, an applicant will be subject to the test administration process. This may include math, mechanical, typing, business communication, and software skills testing. Applications that do not receive a passing score will not receive further consideration for the position.

Structured Panel Interviews:

This process is critical to the hiring process and takes place after Talent Acquisition and the Hiring Manager have screened the applicants. The purpose of the interview is to assess the knowledge, behavioral competency fit, skills and abilities the candidate possesses. Ideally, the hiring panel should consist of at least two panelists and must remain the same for all formal interviews. If possible, the format for the interview should remain the same (In-Person, WebEx, telephone). As a best practice, Talent Acquisition should create and provide Essential competency-based interview questions to the interview panelists *prior* to the interview.

The interview guide provided by Talent Acquisition must be used during the interview. Interview guides may not be shared with the applicants. Panelists are asked to take notes and evaluate the candidate on a scale from 1-5 per question/competency. All completed interview guides and scoring profiles must be sent to Talent Acquisition for retention.

D. Developing an Offer

Once a candidate(s) is selected for a role, Talent Acquisition should work with the Hiring Manager to determine an appropriate offer and will route the offer letter in Workday for necessary approvals as detailed below:

Role	Union Replacement	Non Union Replacement within market when compa-ratio 97 ≥ 102	Non Union Replacement within market when compa-ratio >102
Hiring Manager	1	1	1
TA Specialist			
2nd Level Manager	2	2	2
HRBP (added by TA only if offer outside of intake agreement)	3	3	3
Group Executive (Sr. Dir., or VP)			

Sr. Dir., HR		for special one time payments*	3 - for compa-ratio 102 – ≤109 , as well as above 110
SVP, HR			4- compa-ratio ≥ 110

*One-time payments, which include sign-on bonuses or relocation, also route to the Sr. Director, Human Resources for approval.

Once the approval process is completed, Talent Acquisition will extend a verbal offer to the selected candidate and prepare a formal offer letter that they will send to the candidate. For internal candidates, hiring managers have the option of presenting a promotion letter if they wish.

Section 3: Onboarding and Assimilation of New Hires – Critical Manager and HR Responsibilities



The following outlines the steps, roles and responsibilities in the Onboarding and Assimilation process:

Roles and Responsibilities					
Step	Recruiting & Selection Action	TA Specialist	TA Coordinator	Hiring Manager	HRBP
16	Initiate pre-employment clearances	X	X		
17	Initiate new hire in Workday, confirming pay and offer details				X
18	Initiate onboarding			X	

A. Onboarding to Employment

The onboarding process begins upon candidate offer acceptance and continues through successful completion of the company probationary period. All supporting communications, forms, training, and templates necessary to facilitate the process will be included in Workday generated notifications to new hires and hiring managers. It is critical to the timely completion of the process that the Hiring Manager completes the required tasks when prompted by Workday

Preemployment Clearances:

For external candidates (temporary and contract employees included) when the offer is accepted, Talent Acquisition moves the candidates into the background check and drug screen process. The vendor will send a notification to the candidate for completion. This requirement is time sensitive and must be completed in order to move forward in the hiring process. Background checks verify education, employment, criminal history, and a drug test. In addition, for external hires for Director level and above leadership positions, reference checks will also be conducted. For positions requiring

operation of a company vehicle, additional required screening will be administered to ensure compliance with DOT regulations.

The result of the background check and the drug screen will be communicated by the vendor to the HR Coordinator and Talent Acquisition Specialist. The offer of employment will be rescinded for candidates who do not pass the background check or drug test.

Unsuccessful Candidate Notification:

When a candidate has successfully completed all of the pre-hire requirements and a start date has been established, the process described above under internal applicants will be followed to notify the internal candidates who were interviewed, but not selected. The hiring manager and/or TA Specialist will offer constructive feedback or development opportunities to the unsuccessful candidates. Internal candidates not selected for an interview are not sent an automated rejection email; Talent Acquisition and/or the Hiring Manager, as described in these guidelines, will communicate the decision to the internal candidate. External candidates will be notified that they were not selected for the role via an automated email no more than a week after the selected candidate starts in their new role.

Manager Onboarding Responsibilities

It is the responsibility of the Hiring Manager using tools provided by Human Resources and IT to ensure the employee is onboarded in an efficient, positive manner. Through Workday, the new hire and manager will receive important notification emails prompting action, both prior to and following the beginning of employment.

It is critically important that the Hiring Manager is attentive to actively completing tasks in a timely, correct manner to ensure the new hire has the equipment, training, information and resources to be productive beginning on their first day on the job.

- Prior to the new hire starting, The Hiring Manager should review the Manager Onboarding Guide, including the detailed checklist, for items and links to complete necessary documents and steps to obtain resources, access to systems. They should also follow up personally with the new hire to welcome them, ensure they are monitoring email for company communications with tasks, answer any questions, and provide a preview of what their first week will entail. The Hiring Manager should review the required documents needed to verify employment eligibility (i.e, I-9) to inform the new employee what they must provide on their first day of work.
- The Hiring Manager should initiate the IT request for access and/or equipment as soon as the employee has accepted the offer of employment submitting a ticket via the IT department's support request system, Ivanti.

New Hire Onboarding Responsibilities

New employees will begin receiving company communications prior to starting in the position. It is very important that the new employee is attentive to tasks and information provided in these emails to ensure they are prepared for completing necessary employment documentation in the first three days of work.

B. New Hire Orientation

Orientation of the employee requires the hiring manager to prepare in advance to provide the new employee with the information they'll need to perform their role. All employees will be assigned via system-generated email, the online corporate new hire orientation curriculum and will be expected to participate in an HR-led short corporate orientation class. Company policies and employment programs will be reviewed.

Each department, function and hiring manager may have developed a structured set of courses/learning activities that will be assigned to the new hire, at the direction of functional leadership. Additional job specific training and method for delivery should be determined by the hiring manager. A common, practical tool is job shadowing and mentoring by an

experienced employee. In addition, assigning work that is reflective of the new employee's experiences, talents, and interests are also valuable ways to engage the person early in the employment relationship.

During this time, the employee will have 30 days to elect benefits in the HR system.

C. New Hire Assimilation

Throughout the first 6 months of employment, the employee and the hiring manager have the opportunity to determine if the role is a fit and is meeting each person's expectations. During this important time, regular, constructive, directive communication is essential; daily and weekly check-in's help the employee gain an important sense of priorities, expectations and culture.

The Company has a standard, 6-month probationary period for new hires. During this time, the manager will be expected to use the company probationary performance review tool in the HR system to evaluate performance and provide feedback to the new employee at the 2, 4, and 6-month anniversaries.

Human Resources will provide the new employee with an opportunity to share feedback on their recruitment, onboarding, orientation and assimilation process through an online survey at 90-days of employment. Responses will be reviewed by Human Resources.