

Rob Henderson ([00:09](#)):

Well, hello and thank you for joining us at this latest installment of The Science of Talent. This is Bio Talent Canada's podcast series investigating how bio bioeconomy companies across Canada attract, recruit and retain the best talent available. And I'm joined today by Kevin Bossy, who is the Chief Executive Officer of Bishop Water Technologies. Kevin joined Bishop Water Technologies as CEO in October of 2008 to lead the growth of this new company, which was spun out of Bishop Aquatic Technologies. Under Kevin's leadership, Bishop Water expanded quickly to establish itself as a leading provider of simple, low energy and cost effective solutions for nutrient removal and solids management for municipal, industrial, agricultural and commercial applications. And we know that's a huge need in Canada and around the world. So Bishop Water Technologies, it's a rapidly growing Canadian company that's dedicated to the development of easy to use, low energy and affordable solutions for solids management and nutrient removal. The result of Kevin's work and Bishop Water Technologies' work is a growing solutions portfolio that helps reduce the economic barriers to adoption and simplifies the operation of the most important processes in wastewater treatment. So there we go. I hope I did that justice. Kevin, I'm sure you, you're here because I know you can explain your technology and your company a heck of a lot better than I do, but welcome to the series.

Kevin Bossy ([01:33](#)):

Thank you Rob. Thanks for very nice introduction.

Rob Henderson ([01:35](#)):

Maybe you could tell us a little bit in a sort of synopsis, the kind of growth that Bishop Waters gone through under your tutelage and how finding the right people or and the best and the brightest and attracting them to your company has played a major part.

Kevin Bossy ([01:54](#)):

So I think when we started the company, we were two people. We're now 22 people. So that's over sort of the last 15 years. We started in Eganville, which is a small community of about 1300 people, about two hours from Ottawa. We're now in Arnprior, so we are a 10,000 people community, about 40 minutes from Arnprior. I think one of the reasons why we sort of moved down the line as much as Eganville is where we got our start, and it's a lovely, lovely community. We had to move towards a little bit towards the larger cities to attract more talent.

Rob Henderson ([02:46](#)):

I can understand that.

Kevin Bossy ([02:48](#)):

So Arnprior has formed a good spot for us. We only moved there in the summer. Prior to that we were in Renfrew, we got some great support from the municipality and some of the research projects we were doing. And there's a Algonquin College in Pembroke Algonquin College in the Nepean. Both produce a really, both have some really good environmental programs that we were able to recruit from and not including that doesn't include Carlton and the University of Ottawa as well.

Rob Henderson ([03:17](#)):

Would it be safe to say that the technical skills, at least at the beginning were what was most important to you in terms of attracting the kind of talent you needed?

Kevin Bossy ([03:27](#)):

Yeah, I think there's definitely been a change in focus with the company. It certainly was technicians coming out of the environmental technician programs was where we were really looking, I'm going to say sort of 10 years ago now we're looking for still, it's a technical nature, but environmental engineering. We work very closely with universities on a lot of our research projects, particularly Western out of London. And we've recruited a number of people who have been at the Western University and come to join us, particularly at that sort of PhD master's level as well. So yeah, I think there's been a refocus as our project line has expanded, our research has sort of moved to a commercialization area. We need subject matter experts, you need people to help with our sales team to provide that backstop as we move forward. So that doesn't preclude, we still need to bring in technicians. I mean, this year we've already hired three new technicians to the company as a solutions provider. We need people who are able to have the skills that allow them to think on their feet and sort of implement those solutions for our clients.

Rob Henderson ([04:50](#)):

No, I can understand that. I mean, when you're in a small company, the last thing that describes you as your job title, if the phone rings, suddenly you're in reception. And if the person wants a contract, suddenly you're in sales. So Exactly, I can so totally understand that. So what are some of the innovative programs? I mean, you're coming as a typical owner, founder, CEO in the biotech space, you're managing a small company. I would think that most of the time your background is not in human resource management, but yet you have to attract this kind of talent and retain the kind of talent to allow for growth. What have been some of the innovative strategies that you've implemented over at Bishop Water Technologies in terms of trying to carve out that space as a niche? Again, you were saying you were working in less than urban Ontario in terms of trying to attract the kind of talent that you were going. So what were the innovation, innovative people successes that you were able to implement in the company to get the kind of talent you wanted?

Kevin Bossy ([05:53](#)):

Yeah, I think for me attitude is probably more important than technical skills. And so I think one of the things that we implemented was a variation of more of a, I'm going to say a psychology kind of interview rather than tell me about a time... more about looking at somebody's personality. I think we have the ability to teach the skills that people need. I think one of the things that we've tried to do is hire prior to the growth rather than trying to go after the growth and then hiring, right? Yeah. I think when you've suddenly got the sale and then you're looking for the person you are, you're almost the victim of the interview process. And we need a person in here. What we have tried to do is hire prior to that. It's challenging in a company like ourselves where our revenues have grown 20 to 30, 40% per year.

([06:52](#)):

But I think that's one of the things that we have always tried to do. Mike and I as the founders and owners of the business of when we find people with not necessarily the right skills, certainly skills are important, but certainly with the right attitude, an entrepreneurial spirit, we're a solutions company. So having an entrepreneurial spirit and a sort of inquisitiveness, those kinds of things in my mind are somewhat more important than the technical. We can hire subject matter experts. What we really need to do is hire people that want to scratch more than just the surface, to be honest with Rob.

Rob Henderson ([07:35](#)):

So first of all, I guess how do you find, where do you look for them, number one. And then second of all, how do in tools are you using or is it just the interview or certain questions you ask to find that inquisitive entrepreneurial spirit?

Kevin Bossy ([07:51](#)):

Well, I mean, know this is the bio talent podcast, but I actually think talent is one of the, and I think bio talent is one of the places where we particularly tapped into a very rich seam of people. Oh, great.

Rob Henderson ([08:09](#)):

I think you're talking about some of our wage subsidy programs and student programs, right?

Kevin Bossy ([08:12](#)):

Exactly right. I mean, it's good from our perspective, it allows, it allowed us to de-risk that hiring process, which is a very high expensive process, but it's also really good for the prospective candidate and the candidate when they join us because it gives them an opportunity to really enjoy whether they're, or see if this is a career that they want to enjoy. It's all, you know, go to college, do an environmental technician program because you think it's something you want to do. This allows you to have a process in our, or have a look at what that actually looks like when you've graduated and you're in the field

Rob Henderson ([08:57](#)):

For some of our listeners, Kevin, just so we can expand upon that, why don't you explain exactly what the program is that you're accessing and what it gives specifically to your company in terms of talent and wage subsidy?

Kevin Bossy ([09:13](#)):

So the talent program has changed over the years, but the high level of it is there is a wage subsidy component typically over either six months or 12 months. And that's one of the things that changes and the value of what that component will change. It is for graduates of STEM programs, I think there is a very wide corridor of what those can look like, which I think is really good. And as I say, typically goes for six to 12 months. There is a reporting process included in that program. So there's a mentorship aspect to it. I think the easiest way of looking at it is really a, you know, you'll see at the university level sort of internships the workplace. This is really workplace, but this is really a and way for people to add that to the end of their college program. And as I say, I think we've brought on a number of, from both Algonquin College campuses have come to work for us and many of them still do still work for us, or they've left and gone on to whether they're higher paying, more responsible jobs. And to be honest, you've achieved their, have achieved the program

Rob Henderson ([10:33](#)):

And your company is in a Biore bioremediation space. It's in a very niche space in the bioeconomy. How do you think the post-secondary institution institutions, you mentioned you work closely with Algonquin College, et cetera, but I know you're open to other post-secondary institutions as well and for wherever you can get the talent. But at the same time, how do you think that the post-secondary institutions are dealing with positioning the bioeconomy and biotech companies like yours as prospective employers?

Kevin Bossy ([11:07](#)):

So I can really only talk to my own experience. I sit on the industry advisory board at Sure, at Algonquin College. Then there's a number of local and national capital region companies from engineers, engineering companies, other people in the environmental space. So there is, I, and I believe, I know Fleming College has a similar program, and I would imagine most colleges do, but I think there really is a real keenness on the college side to really focus their learning program and their curriculum around where industry sees the needs going. So I think there is a real willingness to try and match those match talent to needs. And I think that is a relatively recent experience, to be honest with you, Rob, I think they do a very, right. We have members of the faculty from the program, they will, they'll go through where the program is, look at things that they're doing, look at things that they're intending on changing in the curriculum, and really getting some feedback about whether that's something that the industry users are looking for. I know one of the things that has challenged the education establishment is mathematical competency amongst Indeed and certainly, you know, are seeing that there is a focused trying focus to even to build on or build on what foundations there are that people come into the colleges. Because so much of the biotech is really around math side. Sorry,

Rob Henderson ([12:55](#)):

I couldn't agree more with you, Kevin. It's really interesting, just from a little anecdotal experience, I actually talked to a dean of a university, not a college, but a university, and they were talking about the numeracy or the mathematical challenges that their students face. And he said, I would estimate that in a STEM program, this is a STEM program now, not an arts program, in the STEM program that he would say he estimates about 50% of his graduates, of his undergraduates cannot do a basic calculation like saying, okay, can you calculate in your head 30% of 700? Yeah. And he said, some people will have basic difficulty of just doing that. And I was stunned because I mean, I have a science background myself, and I was just stunned because how much mathematic was drilled, math was drilled in. I just couldn't believe that you could get through an undergrad program without being able to do basic calculations.

([13:47](#)):

So it's mean it, it's being felt all the way around. But let me ask you this, because in a small company, you mentioned it earlier and I get it, you're hiring for attitude and you're looking for that, but you're also looking for people in sales, in marketing, people who can do a lot of things around a company. So let me ask you this, because this is an issue around the bioeconomy that a lot of CEOs face. When you're looking for somebody who to your point is going to find the solution, scratch a little deeper to find the solution that the company needs, whether it's in sales and marketing, are you looking for if you need somebody who has to have those people skills, those analytical skills, but also the essential skills that you're talking about, are you going to try to look for a scientist and then teach them that stuff? Or are you going to look for somebody like a salesperson and teach them enough science so that they can understand your business and sell it to the outside?

Kevin Bossy ([14:37](#)):

Yeah, I think this is, especially in the water industry, Rob, I think this is a bit of a, you've sort of opened the Pandora's box of sales. I'm already going to apologize for talking about the generic and make it into a specific, right. So you do see, traditionally the sales role has been taken by an engineer and make them a salesperson. I personally believe that if we look at our sales staff, we have some that have got engineering backgrounds and work for engineering companies. We have some that have a biology degree and within, but have a very focused engagement with people. And I think that within sales and marketing, that is in my mind, in the Cleantech industry, you are trying to make challenges go away for

clients. And so the ability to engage with your customer is far more important than new ability to be a subject matter expert.

[\(15:49\)](#):

Subject matter experts can provide. If you're a good salesperson, you are not only just you're a good salesperson, listens a lot more than they actually may necessarily talk. So not only they're going to be listened to their customers, they can listen to their subject matter experts. And if you're a good salesperson, whether you've got an engineering degree or just a good salesperson, if you have a passion for what you're doing, you are driven to succeed. You can find the details. And I also think that a good salesperson is not necessarily afraid to tell the customer that they will come back to them looking for, they will go back, get the more information that the customer wants and provide that to them. I think that right is the ability to understand human psychology and what human needs, wants and desires is far more important than how many grams per square meter of ammonia is removed by our product.

[\(16:48\)](#):

And they can learn that. But if you can't engage with people, I think sales is very challenging and marketing, whilst it's different to sales is similar. You have to understand how people think want and what the messaging that they need. And we've, as a company, one of the things that a company of our size that perhaps wouldn't choose to do is we've had a permanent person do our marketing for the last four or five years now. And certainly if you look at the offerings and the collateral that we produce, the consistency that's there, I think it's very obvious that it is very obvious that we treat that very seriously because that messaging is important for the clients to understand at the end of the day, once again, they don't need to understand the technical, they just need to understand, is this going to suit their solution? And so of course I think that's, in my opinion, that's more important than having salespeople that have a, and yes, they need to have a good understanding of what our offerings are, how they fit into the client client focus. But we've got subject matter experts that are going to be able, who can be brought in at any time.

Rob Henderson [\(18:05\)](#):

Of course,

[\(18:12\)](#):

Bio Talent Canada's student work placement program or SWPP is a low risk, high reward program for employers. It can cover up to 70% of the cost of a student's salary to a maximum of \$7,000. Since inception. Bio Talent Canada's placed more than 10,000 students in the SWPP program with BIOECONOMY employers across Canada. So why do employers come back year after year and apply for more participants? Because the impact students make on an organization when empowered with the opportunity have proven to be significant visit [talent.ca](#) to hear directly from employers and students and to learn more about the program funded in part by the government of Canada's student work placement program.

[\(18:59\)](#):

Well, it's a human endeavour, right? Sales. And that at its essence is absolutely right. I think it's true because a lot of bioeconomy companies, you see that where you see sometimes the founding C E O who's the innovator with the PhD in microbiology has to become the CSO because they need to bring in people who can possibly relate more to people. And to be able to bring it of a directional sales doesn't always happens. But to your point where a company and certainly a company the size is yours, is going to have that subject matter expert on hand and available to the client that doesn't have to reside in every salesperson. And I think you're absolutely right. So where do you go for those kinds of talent,

Kevin? Are you getting them from the STEM fields? I mean, obviously you're grooming some young students through the student work placement program in these paid internships, which is a great source of talent for you. But what about when you're looking for someone who's either a seasoned vet of business or to drive some success in your, where are you going for these? Where are you looking for this kind of talent?

Kevin Bossy ([20:01](#)):

Yeah, so I think we sort of have used a number of different sort of avenues. The online recruitment processes we've used the more human active recruitment particularly we've tended to use those for positions where we have a very specific need so we can create the sort of job characteristic, the job format, and really then go out and try and find people that sort of cross those boxes off. Also the universities we do, we've done a number of research projects with a variety of different universities. And as I can think of three people that both either Masters or PhD, that their research was very much around our products. And at the end of that they came and joined us and became our subject matter expert in regards to their particular line. And then once they get, as you've sort of talked about Rob, when you work for a small company, you don't just do one job, you end up doing a, and I think that's actually a right, I think the lot of people makes it attractive to a smaller company. I mean, we've been around, as I said, for 15 years. I think you are always somewhat nervous about joining a smaller company from payroll longevity. The fact is,

Rob Henderson ([21:34](#)):

Right, sustainability,

Kevin Bossy ([21:35](#)):

The fact is I think we've got a long track record of being successful. So the beauty of joining a company of our size is you are going to get exposed to an awful lot of tasks that you perhaps wouldn't add a bigger company. And the opportunities are there for sort of internal hiring, right? Very, very quickly. Right.

Rob Henderson ([21:56](#)):

No, absolutely. And it's a tough labour market out there because I mean, a lot of employers have told us they're almost literally looking under rocks to try to find the talent that they have. And you hail, I saw on your biography on your company website, you hailed from Malta. So you've lived the newcomer experience here in Canada. And what's interesting, and I wanted to tie this in because unfortunately a lot of newcomers and foreign talent, they're underrepresented in a lot of biotech companies in Canada. We don't have a huge proportion, not relative to the number of newcomers and the number of immigrants that we welcome into Canada every year. It's not proportional the amount of the amount of employees who have that kind of background. So what about your background and how has that affected your openness or your willingness to, to diversify your talent and to look for underrepresented, look for talented in underrepresented groups for your company?

Kevin Bossy ([22:56](#)):

Yeah, I think I can answer that in two ways. I certainly mean there are some things that both the federal and the provincial levels that the governments need to address in regards to recognition around skills and qualifications. And I think there is a definitely a need or there is definitely a willingness at this moment to address those issues. I think. So maybe more established Canadian institutions perhaps don't

particularly want that changes, but I think they are good if it would strike me as strange to want to bring six to 700,000 new immigrants a year, which I think is a good thing for Canada and not want them to attain, have a certain skillset and then not allow 'em to use those skills. So I think that there's definitely a, let's call it a political bureaucratic process that I think is welcome in on that regards.

[\(24:03\)](#):

I think from our perspective, as I've said, I've said it numerous times in this, and it is definitely a mantra. We are a solutions company. One of the beauties of being a solutions company is we're not just trying to sell your commodity product. What we're trying to do is really understand what your challenge is and how our products can fit into that challenge and we can execute and then can we execute what we're going to say that we're going to execute. And one of the ways of getting good opinions around solutions is prior to putting those proposals together as diversity of viewpoints. And so I think if you have workplace diversity in the way that people think, that's because they've had different experiences in the way that they've

[\(24:46\)](#):

Been brought up with the way that their cultural thinking is different. And that makes us, as, in my opinion, makes us as a strong company. So we as a company, we are open to hiring anybody. And I think our record has been pretty good in that regards of welcoming people who are either permanent residents or on a work visa or a new Canadian citizens. Just as a little aside, Rob, yeah, when I did my Canadian citizenship ceremony, I would recommend it to absolutely everybody to go to see, to go and see us, to go and see a Canadian citizenship ceremony is one of the most, and I was participating, but it is one of the most privileged things that I have done. The joy. Oh, it's moving spaces. It's spaces. Oh, absolutely it was. And so I think that if you look at that spirit that's created, Canada needs to leverage that far more, and particularly in the clean tech and biotech sectors.

Rob Henderson [\(25:57\)](#):

So let me ask you, because it's, you're mean, innovation comes from a diversity of thought. We all know that. And most of the people who are innovators within the bio economy, if they're scientists or engineers, et cetera, understand that. And diversity of thought, as we know, lends itself to success, lends itself to opener markets and everything else. So the theory behind diversity is I think well understood and I think accepted by the vast majority of employers within Canada's biotech sector, but it's not being implemented and it's just not hiring the newcomers. Is that because I, I'd like to have your thoughts because as a small business owner yourself, is that because just the employers are being lazy and they're just not looking and not really, why? Is it because we think, at least theoretically, that they're open to the concept and the whole idea of thought diversity, that it spurs innovation, that this is a well understand principle, but for some reason it's just not going from theory to practicality or at least not quickly enough. So I'd love to hear your thoughts on that.

Kevin Bossy [\(26:58\)](#):

Yeah, I think I've sort of touched on it a little bit. I think when you have change and Canada has on a pathway to encourage immigration, and that is, I think that's a necessary for a variety of reasons and not some of many of them we don't need to go into on this podcast, but I think there are is probably a degree of inertia rather than laziness. Rob, to get to that point, I think it's very easy to, there are a number of research papers that say you should hire people that are like you for an organization. And I don't subscribe necessarily to that, but I think that there's some documented evidence that would

suggest that that's easy or that's a way of looking at your hiring policy. And I think that is easy to hire at a small company where you're looking to hire somewhere between seven and 15 people.

[\(28:06\)](#):

It's very easy to just look at the local pool and maybe bring those those people in as candidates for you. I think the other thing is really the electronic delivery model, the internet, and I don't need to mention the companies that do that by name. I don't think they necessarily do a particularly good job. I think they charge an awful lot of money. I don't think they do a very good job. I think some of the job banks that are done by Eco Canada, for example, bio talent, I think are a much better delivery model for matching clients to the companies that are looking to hire. And I think that there is a real incentive to expand what that necessarily looks like. But I think to date, it's one of the few tools out there that I think is it's really trying to walk the walk of getting not only new immigrants to Canada or new Canadians, but indigenous and other people who absolutely have less access to opportunity.

[\(29:17\)](#):

And that really is all we, that really is all you're trying to do when you go to that Canadian citizenship ceremony and you see people, I've very privileged that I grew up in the United Kingdom, living in Australia, I had access to opportunity. The thing about what you're trying to do for new Canadians is offer them opportunity and that you need to make the access to that opportunity as wide and as easy for them to access as possible. And if you do that, you will leverage their skills and we will create as a company. I will get, if I can get, I'm very privileged that I get to hire some really talented people who care passionately about the work that we do and do a really good job if my job is really easy, I've just got to make sure I can get the right people to be honest with you, and then let them do what they're really, really skilled at. So hopefully that answers the, well,

Rob Henderson [\(30:08\)](#):

I've heard point their, well, I've heard before that the best CEOs are not necessarily the smartest person in the room, but they're the ones who can get the smartest people in the room to want to work with them, right? Because they attract the right talent at the right time to the right company. So for sure, it is interesting though, I should say it's gratifying to know that some of the internships and the work placement programs that you're accessing is also furnishing you with some of that diversity or at least access to some of that talent in terms of what you've said. So, which is great. It's good to know that there are tools out there that can be, how can I put it? They can have more than one advantage. Not only does it get you access to allow you to onboard through a work experience, but also that talent pool itself in the STEM programs and in some of our colleges and universities, they include a lot of foreign students. So there's a lot of opportunity there to have access to a talent pool that would not necessarily ordinarily or easily present itself.

Kevin Bossy [\(31:00\)](#):

Absolutely. Yeah, absolutely. And certainly I think Canada needs to be more confident about what we offer as a country. I think there's a variety of reasons, and once again, Rob, I don't think we need to necessarily, but I think that it's not just about earning a salary, it's about the life that you of have the opportunity to create. And that can be whatever you choose it to be. And so I think we do inherently, lots of us know this. I just think we seem to be somewhat reticent to really ban that drop.

Rob Henderson [\(31:45\)](#):

We don't like to pound our chest. I think it's rather we're an unassuming culture where we feel that if we pound our chest too much too, pardon the expression American, it's too, we don't like to come off as a prideful people. But at the same time, you got to be careful because there's a fine line between being humble and selling yourself short.

Kevin Bossy ([32:04](#)):

Yeah, absolutely. I don't mean the quality of research that we have done in the quality of the researchers that we've had, that we've been privileged to work with professors and students at a variety of institutions, particularly in Ontario, has with a support mechanism from both the federal and provincial governments that have made really our job a lot easier than what it necessarily would've been if we had been in a jurisdiction that didn't support that. Of course. And as I say, the universities, the quality of that they have done particularly in our side of as is second to none to be honest with you, and is comparable with any work that I think you could do globally. And I would agree, you do see a large portion of foreign students, which I think it only adds to the point that Canada offers. If you're a foreign student and you're willing to come to Canada to do your studies, there's a massive investment that not only you are making, but your family is probably making as,

Rob Henderson ([33:09](#)):

Oh goodness, yes, absolutely.

Kevin Bossy ([33:10](#)):

To get you to come to Canada in the first place, right? And there must be a significant payoff that you must be expecting from that, whether you hopefully stay in Canada or whether you return home to continue your education or whatever you choose to do. I agree.

Rob Henderson ([33:29](#)):

I agree. So Kevin, what do you think are going to be the biggest, well, I mean we're already in a tight labor market. I mean, I'm assuming obviously that Bishop Water Technologies has got some growth projections ahead of it that's going to rely on getting the right people in it, the right time and the right place. What do you think are going to be your biggest challenges if the labor market continues to be as tight as it is from all sources? It seems to, I know myself as for Bio Talent in Canada, it is harder and harder to find the right talent and to make sure that our offerings are competitive. So what do you think is going to be your biggest challenge going forward as a company that continues to try to pursue its revenue goals?

Kevin Bossy ([34:11](#)):

Yeah, I think there is some pressure associated with wages and starting wages and the expectations of starting wages. I think there probably needs to be a realignment in the candidate's focus from where they should start at some point. I think that there's also, one of the things that we do emphasize a lot is the wide variety of the role that you will be in. I think that's interesting for, I think that offers something a little bit more for candidates. I think there definitely is a need for, for our messaging to be very much around constantly recruiting. To be honest here, Rob, to even if don't, one of the things, as I said earlier, we have tended to hire prior to the work being placed. I think really one of the things that we need to do is always be recruiting. And if we find talent that fits into find talent, then let's make a role for them and wait and have an expectation that the business is going to grow and make that into a full-time F T E

as we move forward. And that we've been very fortunate and lucky that has, but I think that that's, as I say, talent, passion, enthusiasm, and drive. If those four things don't just grow on trees,

Rob Henderson ([35:47](#)):

Talent, passion, enthusiasm and drive, I like that you even got 'em down in that order or are they pretty much equal?

Kevin Bossy ([35:54](#)):

I think they're go with 25% each. Rob, I think is right on as, I think talent is a very wide open word. I think drive, enthusiasm and passion are probably a little bit more specific. I think they're, even though they're sort of generic terms, I think you can spot that within people

Rob Henderson ([36:20](#)):

And it's very difficult to teach. I mean, have you ever tried to teach someone enthusiasm? It's not that easy to do. I can teach them about biotechnology. I can teach 'em chemistry, I can teach 'em math even. Yeah. But enthusiasm, if it's not something that is inherently possessed by the person, it's next to impossible to try to instill. Tell us a little bit about how you find those people that you're trying to, you know, said passion, enthusiasm, drive, all of those things that you're looking for. What do you do as a small business in terms of your interview process to try to make sure you zero in on those qualities?

Kevin Bossy ([36:54](#)):

So one of our things about our interview process is we have three IT stages. One is your sort of work, your education and work experience. The middle aspect of it is sort of a series of, let's call them character questions. And then the third part is where there will always be two people from Bishop in the interview process. The interviewee has the opportunity to now ask questions and interview the two people are on the other side. It's really important for us that you really understand what Bishop Water stands for and get the ability to make sure that this is a company that you want to come and work for and that these are people you want to work for. You're going to spend 40 hours minimum a week working paid work, but you're going to be, if you're going to spend a significant portion of your awake time working in the job that you do.

([37:50](#)):

And it's important that if we want to foster drive enthusiasm and passion that you enjoy coming to work and that you enjoy what you do and then at the end you see the results, you get to share in the results and you take comfort, pride, enthusiasm, whatever it is for you of those results. And I think that that's a really key, I think it's actually a key offering that differentiates ourselves from other employers is that I think in a sense, as I said, we generally tend to be prepared to hire prior to that work necessarily being there. And I think that that's a key differentiator. Is it? Well we or how we want to, and hopefully we live by that and that's how we do differentiate ourselves.

Rob Henderson ([38:42](#)):

Yeah, I mean you said hit the nail on the head, that whole part of the thing. It's something we've advocated. I've advocated to students when we're talking, don't recite your thesis to me when you're talking and when you're asking about what you're passionate about in a job interview, but also come prepared with questions about the company so that you can show that you've done a little research, that you're showing some interest overlap that you and the company have values that are in common.

That's what companies are looking for in terms of that it's gotten a bad word, but that fit that whole idea of making sure that there's a compatibility between the two.

Kevin Bossy ([39:21](#)):

Yeah, I think there's nothing worse than when you get to that section of the interview and the person says, oh no, I think you've answered all the questions. Right, because we patently haven't, because our first two parts of our interviewer have actually got nothing to do with the company at all. We will have a pre-interview and there'll be some pre-work there, but I think there's nothing worse that will undo any of the good work you've done prior to that than going, no, I have no questions at this moment in time.

Rob Henderson ([39:45](#)):

Such an opportunity miss.

Kevin Bossy ([39:46](#)):

Absolutely, absolutely. And when it really form, certainly in our interview process, it forms a really key part of that. I think it definitely differentiates the candidates and allows us to, as I said, we talent we can talk about, but passion, drive and enthusiasm. That key part really does it stand out there. If you just go now, I don't have anything.

Rob Henderson ([40:13](#)):

Well, and certainly your passion drive and enthusiasm comes out crystal clear. And when you speak of your company and of what you're doing and the kind of people that you're looking for. So Kevin, thanks so much for joining me today. I've really enjoyed your insight. I really hope that Bishop Water Technologies continues to have the kind of success that it's had under your stewardship over the last 15 years. Thanks so much for joining me

Kevin Bossy ([40:37](#)):

Appreciate it, Rob. Thank you very much and thanks for organizing this. Take care.

Rob Henderson ([40:44](#)):

Thank you. Kevin Bossy, CEO of Bishop Water Technologies has joined me today to talk everything about talent, recruitment and retention. My name is Rob Henderson and President CEO of Bio Talent Canada, Canada's nationwide talent watchdog. Please join me on the next installment of the Science of Talent Bio, Talent Canada's podcast series. Thanks for joining us today.