

# Recruiting: How to Attract and Get the Right People On Board

Landscape Ontario Congress 2012

By

Bill Arman

The Harvest Group

# The Harvester's Hope for Today

- Meet Someone New
- Affirmation of What You Are Doing Now
- Learn and Apply New Ideas
- Understand the Importance of People

# The Big 4

Attract, Get On Board, Keep and Grow the Right People

+

Deliver Consistently

+

Attract , Get On Board, Keep and Grow the Right Clients

=

Profit

# The Big 4

People

+

Perform

+

People

=

Profit

# The Seven Steps of Recruiting

## Step One

Take Stock and Good Care of What You Have

## Take Stock

Build a People Map - Org Chart of Now

Rate A, B, C or Use a 1-5 Scale

Skills, Behaviors, Performance and Potential

## Take Stock

Think About Attrition, Upgrades, Transfers, Promotions

Determine Sources of A, B, and C People in Stock

## Take Good Care of What You Have

Develop Strategies for Retention or Improvement

Build a People Plan: How to Keep and Grow

Keep them in the Loop

Let them Know Where They Stand

## Take Good Care of What You Have

Exercise:

Draw an Organizational Chart of Now

Use Blanks Where There are Openings

Rank Current People at A, B, C and Their Source

## Step Two

Determine the Needs

## Determine the Needs

Project Revenue with People Needs 1,2,3 Years

Know Types and Numbers of Positions

Sequencing: Get a Sense of Priority

## Determine the Needs

Exercise:

Draw an Org Chart of Future 1 to 3 Years Out

Now Compare this with Now Chart in Exercise 1

What are Your Needs Year 1, 2, 3 ?

## Step Three

Identify the Target

## Identify the Target

Profile Your Best:

Experience, Technical Skills, Certificates  
Education, Communication Skills, Appearance  
Values, Behaviors, Results, Core Competencies  
Employment Patterns, Living Location, Sources

Identify the Target

Who are They?

Where are They?

Where Have They Worked?

What is Their Employment Pattern?

Identify the Target

Make Your Wish List

What are the Must Haves?

What are the Would Like to Haves?

Step Four

Gather Your Tools

## Gather Your Tools

Written Job Descriptions or Outline

Goals and Expectations of the Position

Pay Ranges and Bonus Opportunities

Gather Your Tools

Company Brochures

Employee Handbooks

Applications for Employment

Gather Your Tools

Benefits Summary- Cut Sheet

Screening and Interviewing Questions

Career Ladders

Great Training Programs

## Gather Your Tools

Exercise:

What Tools Do You Need to Sharpen?

## Step Five

# Recruiting “Best Practices”

Recruiting “Best Practices”

Get an Attitude

Know Your Needs

Create and Sustain a Recruiting Funnel

Recruiting “Best Practices”

Have a Process

Hire the Best When They Appear

Tag and Release

Recruiting “Best Practices”

Be Attractive

Have Your Elevator Speech Ready

Great On Boarding Program

## Recruiting “Best Practices”

### Be Attractive:

- Advertising pieces that are “Attractive”
- Facilities, Yard, Trucks, Equipment
- Culture and People
- Leadership Involvement
- Wow Jobs
- Great Process that Makes Them “Feel” Good

Recruiting “Best Practices”

Have Your Elevator Speech Ready

Answer: Why Work for You vs. the Competition

Recruiting “Best Practices”

Have a Great On Boarding Program

Probation - Orientation - On Boarding

## Step Six

Go to the Sources

Go to the Sources

Seek Internal Candidates First

Enlist Your Best to Help Find the Best

Enlist Strategic Partners

Go to the Sources

Identify the Locations Where the Target Educates

Set Up Scouting Systems with Payouts

Placement Agencies

## Step Seven

# Build Your Recruiting Program

## Build Your Recruiting Program

- Have a Plan: ID needs Now and for the Future
- When Needed and in What Order?
- What Tools Need to be Developed or Sharpened?
- Know and Practice the Recruiting “Best Practices”
- Build up Your Sources, Try Something New
- Follow the Program