



ELEVATE

elevate your
recruitment strategies

welcome ELEVATE



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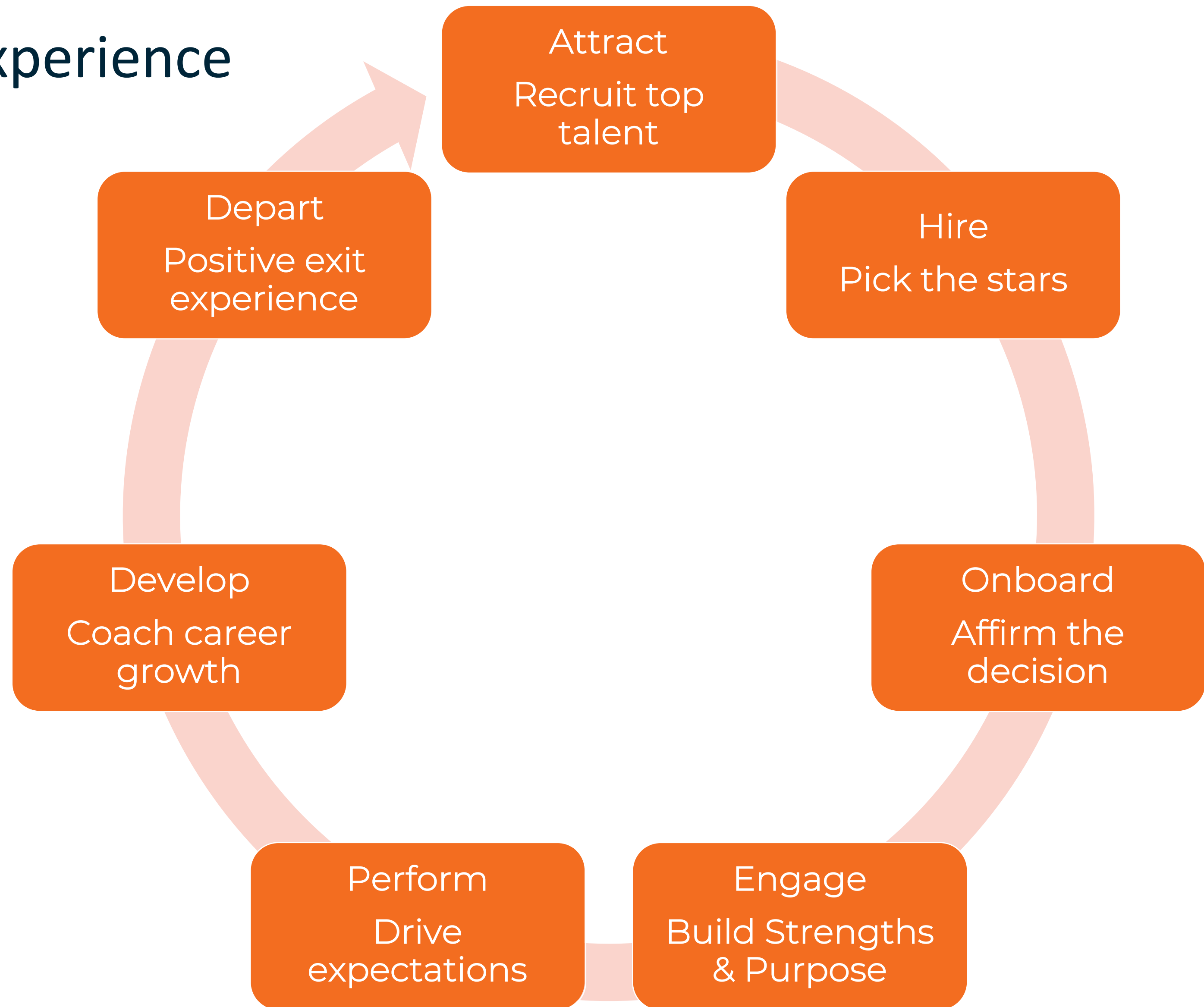
45% of employers say they
can't find workers with
the skills they need.

– *Manpower Group*



To win the talent war, you must design your employee experience as thoughtfully as you would design your client experience.

stages of the employee experience



recruiting focus of the journey



Attract
Recruit top talent

Hire
Pick the stars



Leading with Purpose, Mission & Values





There's a reason people go to work daily that has nothing to do with money. There's a reason they've chosen the career and the industry they're in.

That reason is usually a strong desire to make a difference.



leading with purpose, mission & values





leading with purpose, mission & values

WHAT IS MISSION?

How you differentiate through the way you deliver on your purpose every day.



WHAT ARE VALUES?

The unwavering principles necessary to infiltrate your culture with purpose.



Ask Yourself

What is the one guiding principle
that influences your firm's
innovations and decisions?



leading with purpose, mission & values

Why Hire for Cultural Fit?

- 01 Become part of the team faster
- 02 Start contributing quicker than others
- 03 Are happier in their new role

If you do, employees:

- 04 Tend to stay longer
- 05 Become brand ambassadors
- 06 Are more likely to become star performers



leading with purpose, mission & values

- ✓ ENSURE YOU HAVE A SET OF VALUES AND HOW THEY TRANSLATE TO THE ROLE
- ✓ INCLUDE A PAGE WITHIN YOUR WEBSITE ABOUT YOUR COMPANY VALUES
- ✓ REFERENCE THESE COMPANY VALUES IN ANY ADVERTISING FOR THE ROLE
- ✓ DISCUSS THE VALUES AND HOW YOUR CULTURE IS DURING THE INITIAL INTERVIEW

- ✓ ASK QUESTIONS THAT RELATE DIRECTLY TO THESE VALUES
- ✓ ENSURE YOU HAVE A SOLID ONBOARDING PROCESS THAT INVOLVES CULTURAL ORIENTATION
- ✓ SCHEDULE A MEETING WITHIN THEIR FIRST MONTH IN THE ROLE TO DISCUSS FURTHER

**7 Proven Steps
to Hire for
Cultural Fit**





Creating Recruitment Differentiation





recruitment differentiators

A woman with blonde hair, wearing a blue top, is smiling and gesturing with her hand while holding a coffee cup. She is in an office setting with large windows in the background. The text "What do you offer that stands out against your competition?" is overlaid on the image.

What do you offer
that stands out
against your
competition?

What is different?

Culture

Projects

Opportunities

Flexibility

Compensation

Benefits



recruitment message



Ask your
current
employees!



recruitment message

A close-up photograph of a person's hands holding an open notebook. The right hand is holding a black pen and is in the process of writing on the left page. The notebook has a black cover and white pages. The background is blurred, showing a light-colored surface.

Based on your
differentiators –
develop your
recruitment message?

brand your recruiting

CREATE A UNIQUE BRAND AROUND YOUR RECRUITING EFFORTS

ENGAGE YOUR MARKETING TEAM TO DEVELOP MESSAGING THAT FITS YOUR BRAND AND MAKES YOU STAND OUT AGAINST YOUR COMPETITORS.

CREATE A TAGLINE

MAKE SURE IT FITS WITHIN YOUR CORPORATE MESSAGING.

CREATE A LOGO

USING GUIDELINES FROM YOUR BRAND STANDARDS, CREATE A LOGO THAT COMPLIMENTS YOUR CORPORATE LOGO.

ADD IT TO ALL YOUR RECRUITING MATERIALS

THIS CREATES A POLISHED CONSISTENCY TO ALL YOUR MATERIALS.



More than 80% of
HR leaders say
employer branding
significantly
improves their
ability to attract
talent.

Undercover Recruiter

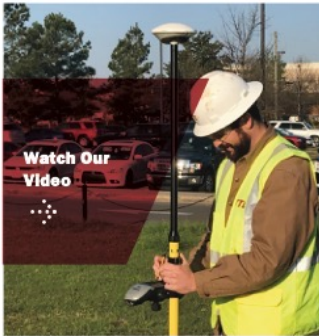
BUILD YOUR LEGACY

AS A VETERN WE KNOW YOU ARE DRIVEN TO MAKE A DIFFERENCE

By joining the TTL team, you can be a part of something bigger, to make a difference in your community and continue to have the opportunity to leave a legacy. We recognize the valuable skillset that veterans have gained from their military experience: perseverance, hard-work, leadership, and collaboration. At TTL we will provide you with an opportunity to grow those skills while providing training and mentoring.

AS A MEMBER OF THE TTL TEAM YOU WILL:

- Be part of something bigger and make a difference in your community
- Leave a legacy and watch the projects you work on take shape
- Build a meaningful, lifelong career with work that matters
- Gain skills and expertise through on the job training and mentoring
- Earn the respect of your peers
- Work with your hands
- Collaborate with a team
- Try something new everyday
- Be supported as a reservist



TTLUSA.COM



RECRUITMENT BRAND GUIDLINES

BUILD YOUR LEGACY

DRIVEN TO MAKE A DIFFERENCE

By joining the TTL team, you can be a part of something bigger, to make a difference in your community, and have the opportunity to leave a legacy. TTL provides its professionals with exciting careers that include opportunities for growth and advancement. At TTL you will get the opportunity to work on a range of project types in a variety of locations across the southern United States. TTL will provide the technical training needed to allow you to become an expert within your area.

AS A MEMBER OF THE TTL TEAM YOU WILL:

- Be part of something bigger and make a difference in your community
- Leave a legacy and watch the projects you work on take shape
- Build a meaningful, lifelong career with work that matters
- Gain skills and expertise through on the job training and mentoring
- Earn the respect of your peers
- Work with your hands
- Collaborate with a team
- Try something new everyday



TTLUSA.COM

BUILD YOUR LEGACY

AS A MEMBER OF THE TTL TEAM YOU CAN:

- Be part of something bigger and make a difference in your community
- Leave a legacy, watch the projects you work on take shape
- Build a meaningful, lifelong career with work that matters
- Gain skills and expertise through on-the-job training and mentoring
- Earn the respect of your peers
- Work with your hands
- Collaborate with a team
- Try something new everyday



Two weeks paid vacation



500% paid for health care plan including dental



402(a) retirement plan with company matching



"At our core, TTL is driven to serve our clients, our communities, and our people. Our passion empowers our ingenuity."

DEAN MCCLURE, CEO

TTLUSA.COM

BUILD YOUR FOUNDATION. BUILD YOUR FUTURE. BUILD YOUR LEGACY.

Follow the QR code to learn more about meaningful career opportunities with TTL.

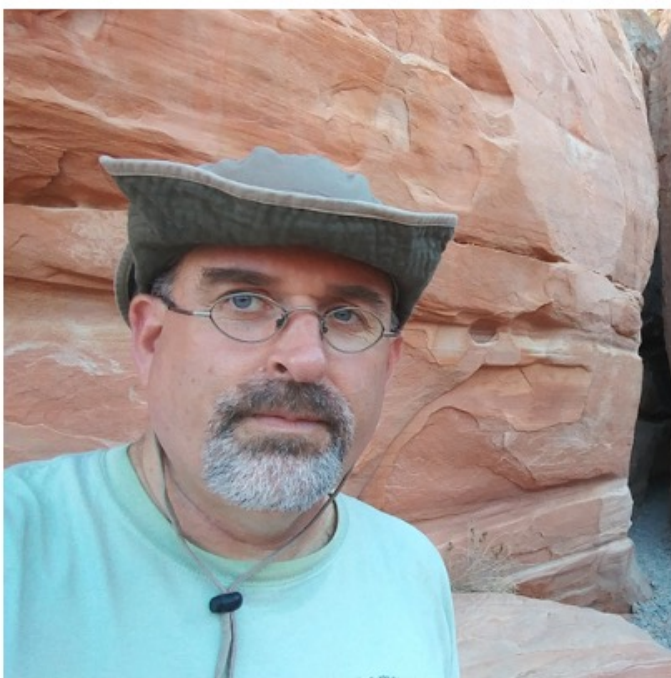


Typical day, I'll start out my project.

CMT Sncial Inspector - Dav in the Life

LIVING OUR CORE

CORE





Next Level Recruitment Strategy



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47% of internal recruiters will
build brand awareness and
source candidates on social media.

(Jobsite Recruiter Nation Study 2018)



“

21% of internal recruiters will
build brand awareness and
source candidates through a
company career website.

(Jobsite Recruiter Nation Study 2018)



“

12% of internal recruiters will build brand awareness and source candidates through marketing and advertising.

(Jobsite Recruiter Nation Study 2018)



To win the talent war,
you need to do all the above!

campaigns

engage your marketing team (or consultant) to create quarterly focused campaigns around specific recruiting needs

01

SET YOUR GOAL

EVERY EFFORT SHOULD START WITH GOALS & KPIS! WHAT DO YOU HOPE TO ACHIEVE?

02

UNDERSTAND YOUR TARGET AUDIENCE

BREAK DOWN POTENTIAL RECRUITS BY GENERATION TO HELP CREATE MORE TARGETED MESSAGING.

03

DEFINE YOUR MESSAGING

START WITH YOUR RECRUITING BRAND MESSAGING AND CUSTOMIZE FOR YOUR TARGET AUDIENCE

04

CREATE A MULTI-TACTIC CAMPAIGN

USE ALL YOUR MARKETING TOOLS AND CHANNELS TO PROMOTE IN ADDITION TO STAFF ACTIVITIES

05

REVISIT QUARTERLY

REVISIT YOUR PLAN QUARTERLY TO ADJUST AND REFINE BASED ON YOUR RECRUITING NEEDS.

campaign example: recruiting

Campaign Name:

Recruiting and Culture Campaign

Market Sector:

All/Corporate

Quarter:

Q2

Goals:

The goal of this campaign is to fulfill open job positions through a marketing campaign focused on the company culture and the benefits of working for X.

Target Audience:

All positions targeted, with a focus on:

- Engineering, 3-5 Years experience
- Admin Positions

Messaging:

X was founded in 2007 on the idea that they would create an engineering firm that did things different. Not only with their project and design approach, but also with the very culture of their firm. Since opening, they have succeeded in creating a firm that does things differently. This success can be seen in the variety of project types, diversity of staff, multidiscipline structure and flexibility in how they operate their business. When you join the X team you are joining a team that truly provides you with unlimited potential.

Promotion:

Differentiators:

- Culture; people oriented culture
- Good People; Good Environment; Good Teamwork
- Longevity
- Multidiscipline; site civil; site engineering; transportation; landscape arch, survey; smaller company; different feel to the company; more project diversity; cross-education between sectors
- Diversity of projects and staff; increase exposure
- Multiple offices; flexible work environment

Events:

- Host a 15-year anniversary open house that is subtly focused on recruiting
- Host professional organizations at your office (monthly meetings, speakers, etc.). The best way to recruit is to get people into your office.

Social Media:

Focus on three areas. Really emphasize what makes X different:

1. Culture; Good People, Good Environment, Good Teamwork

- Create a video series asking staff what makes X different? Post these to social media, and your website
- Celebrate longevity; include social media posts that celebrate and dive into why so many of your staff have stayed with X for as long as they have
- Highlight the diversity of your staff; when interviewing staff make sure you select a group that represents the diversity you have in your team
- Create a virtual office tour for each office. Allow the viewer to get a sense of what working at X would feel like. Highlight staff, office layout, and showcase projects

2. Design Approach

- Social Media Posts on highlighting the range of project types X

works on; highlight project approaches that were unique and had a collaborative approach, how was your approach different?

- Get quotes from engineers, especially those with 3-5 years experience, talking about how the array of projects they work on has helped them grow and advance in their career; Ask them about their favorite project they have worked on; Ask about the benefit of working in a collaborative team environment

3. Structure

- Create a white paper on the benefits of a multidiscipline team (What is the benefit to the client? What is the benefit to your employees?)
- What makes your firm different to work for? Unique benefits? Flexibility with working hours? Option to work from home/hybrid work models, multiple offices Training opportunities?

Update Recruiting Sites:

- Glassdoor
- Indeed
- LinkedIn

Staff Activities:

Social Media Training for Staff

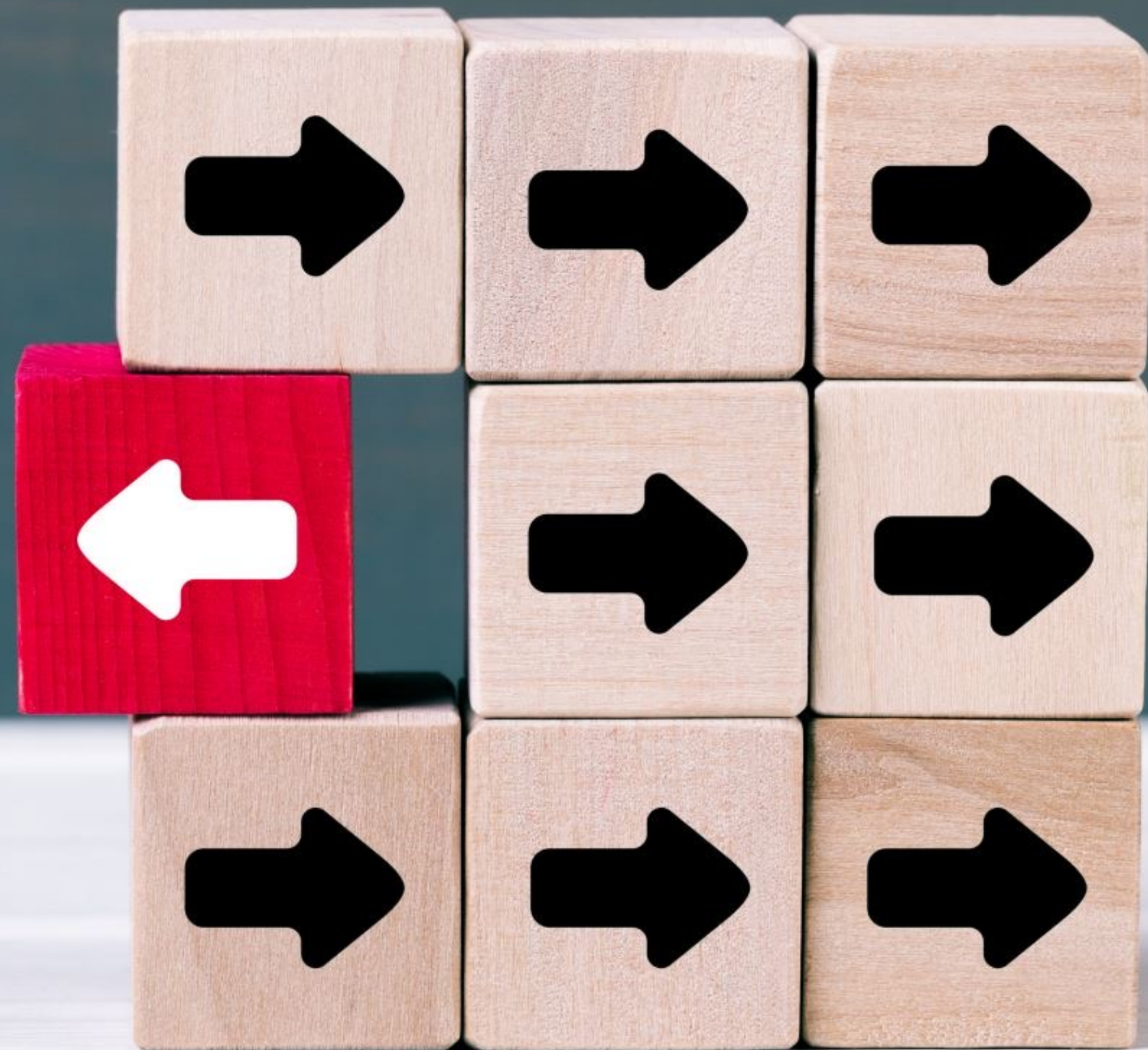
- Provide a 30 minute LinkedIn training for staff; how to improve their profiles, connect with a wider network, recruit, and business development
- Show staff the importance of brand amplification through sharing social media posts, and job openings

Events

- Encourage staff to invite potential recruits to the open house; provide an incentive/reward for those who invite people

Messaging

- Provide staff with a J2 "recruiting elevator speech" that allows them to easily talk about why J2 Engineers is different and the benefits of working for the firm

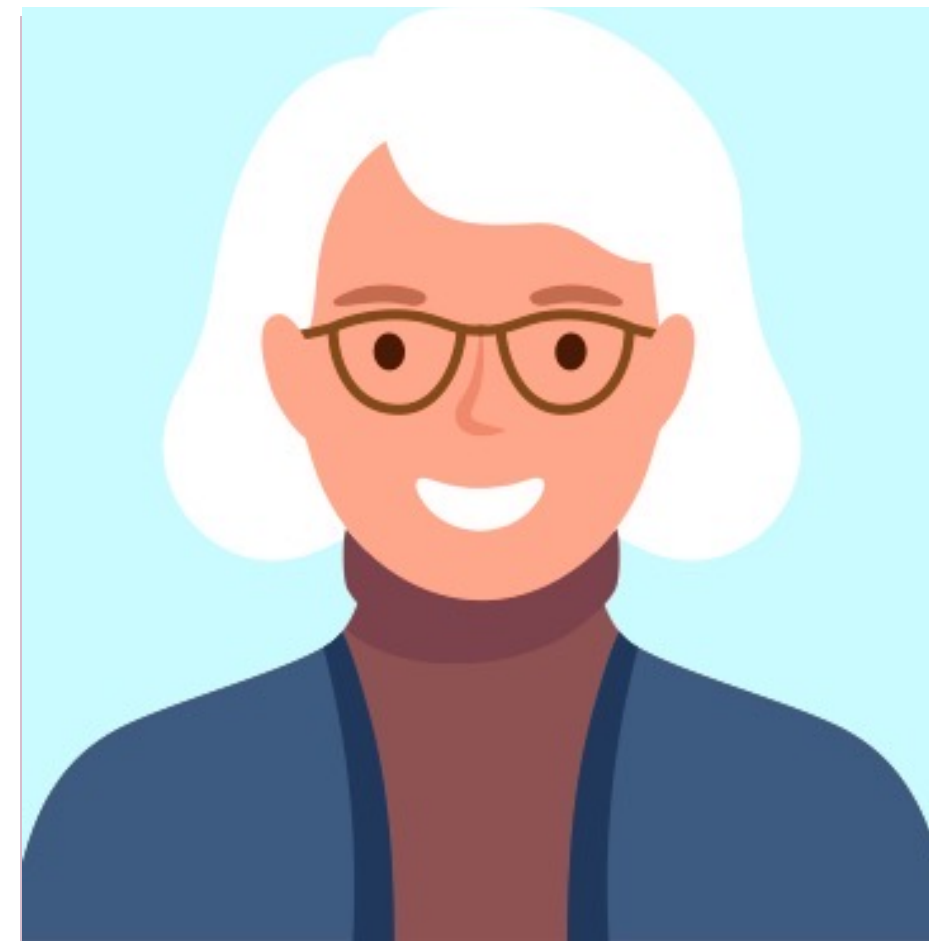


TARGET AUDIENCE ONE SIZE DOES NOT FIT ALL

To attract and retain a desired workforce in a tight labor market, management needs to strike a balance between the incentives they can afford to offer and what potential employees value.



know your target audience - defining the generations



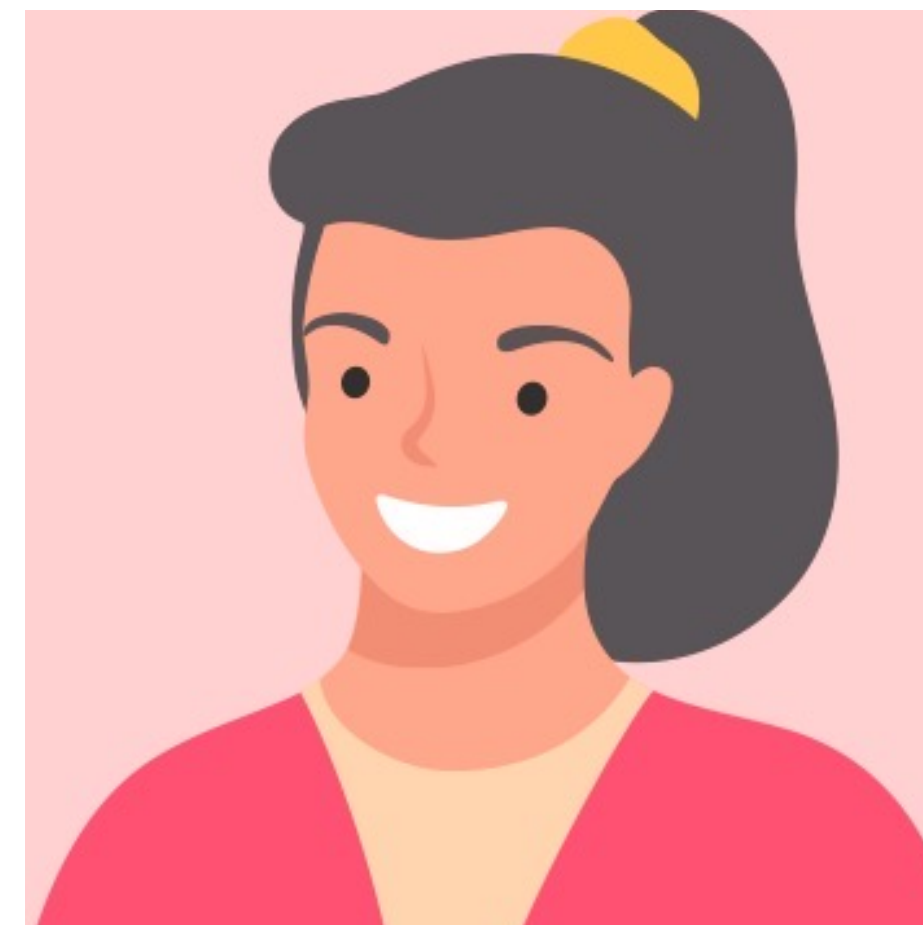
BABY BOOMERS
1946 - 1964



GEN-X
1965 - 1980



GEN-Y MILLENNIALS
1981 - 1996



GEN-Z
1997 - 2012



ALPHA
2012 - Today

Fun Fact:

Baby Boomers are the only generation officially classified by the U.S. Census Bureau
Due to the high rate of births during these years, post WWII

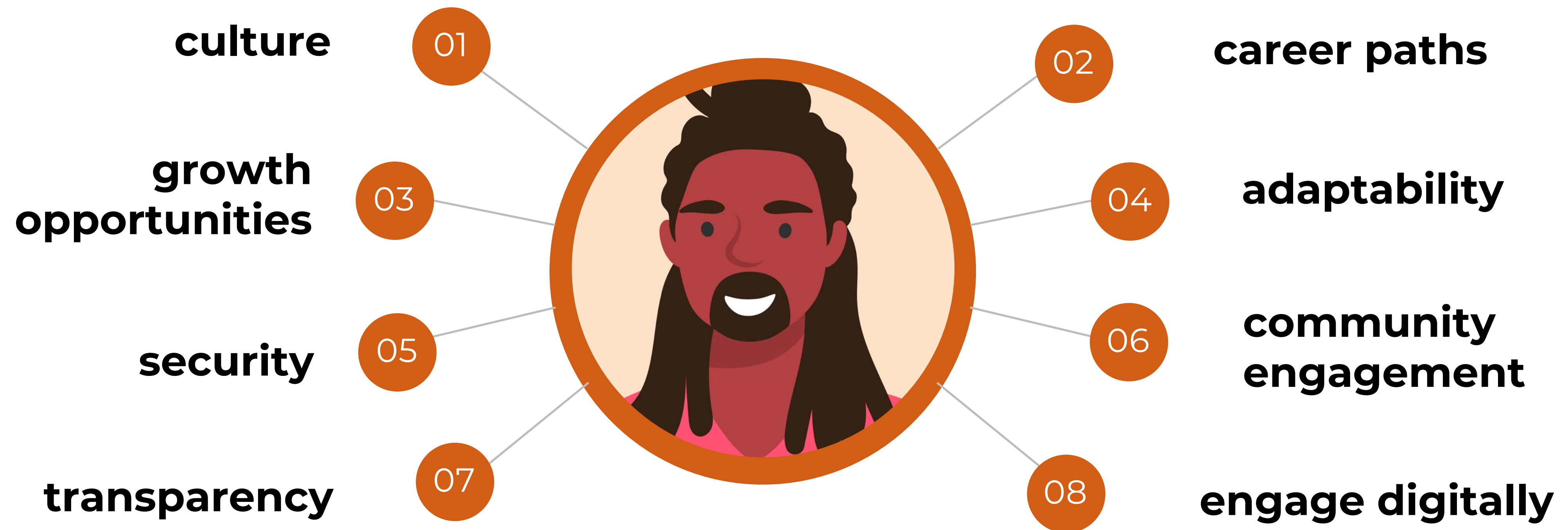
baby boomers



generation x



gen Y (millennials)



gen Z





“

Reminder

67% of candidates want to join
a diverse team of different
ethnicities and ages.

(Glassdoor, HR and Recruiting Stats for 2019)



Recruiting Strategies





recruiting strategies

REFER & EARN Leverage your team

- 01 INCENTIVIZE YOUR TEAM TO RECRUIT!**
YOU ARE MORE LIKELY TO GET SOMEONE THAT IS A CULTURAL FIT.
- 02 VARY THE REWARD BASED ON NEED AND WHAT PEOPLE WANT**
- 03 MARKET YOUR REFER & EARN PROGRAM**
 - PUT POP-UP BANNERS IN BREAK ROOMS
 - INTERNAL NEWSLETTER
 - SHARE NEEDS IN WEEKLY TEAM MEETINGS
 - SHARE NEEDS IN MONTHLY BD MEETINGS

CONNECT WITH ME FOR OUR GUIDE ON ELEVATING YOUR REFER & EARN PROGRAM





recruiting strategies

WEBSITE

And not just your careers page

Think of your website as the first touch you may have with a prospective employee much like a prospective client.

EXERCISE:

View your website as if you were a prospective employee.

What do you see, how do you feel and are you moved to reach out?

Are you able to pick out the differentiators like project types, benefits, community involvement, training, recognition?

Does it show diversity in generations and ethnicity?

Does it represent your culture?

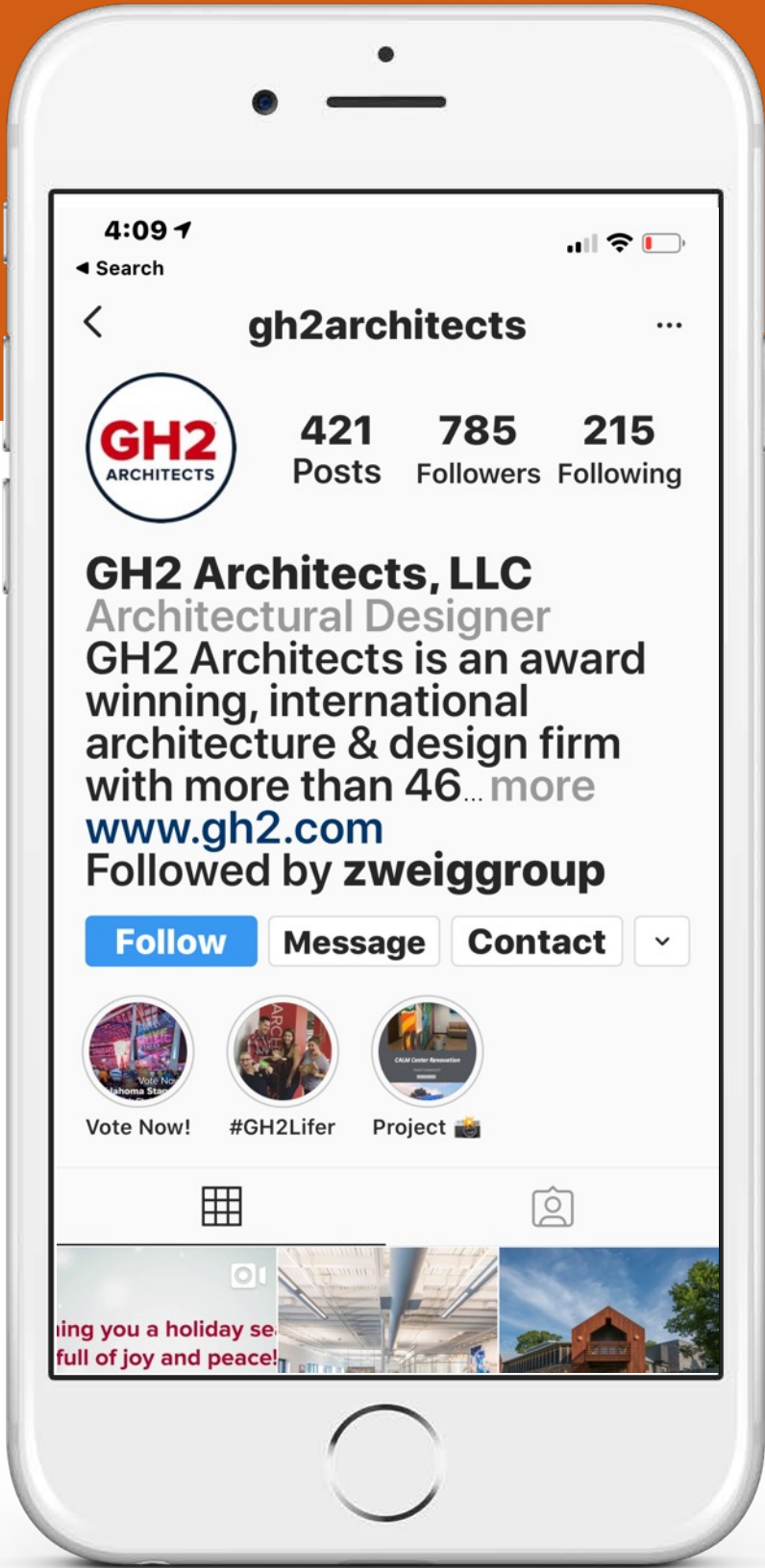


recruiting strategies



SOCIAL MEDIA
Is not just for clients

LINKEDIN
INSTAGRAM
FACEBOOOK



SEARCH & QUALIFY CANDIDATES



SHOWCASE YOUR CULTURE



SHARE YOUR DIFFERENTIATORS



RECOGNIZE YOUR PEOPLE



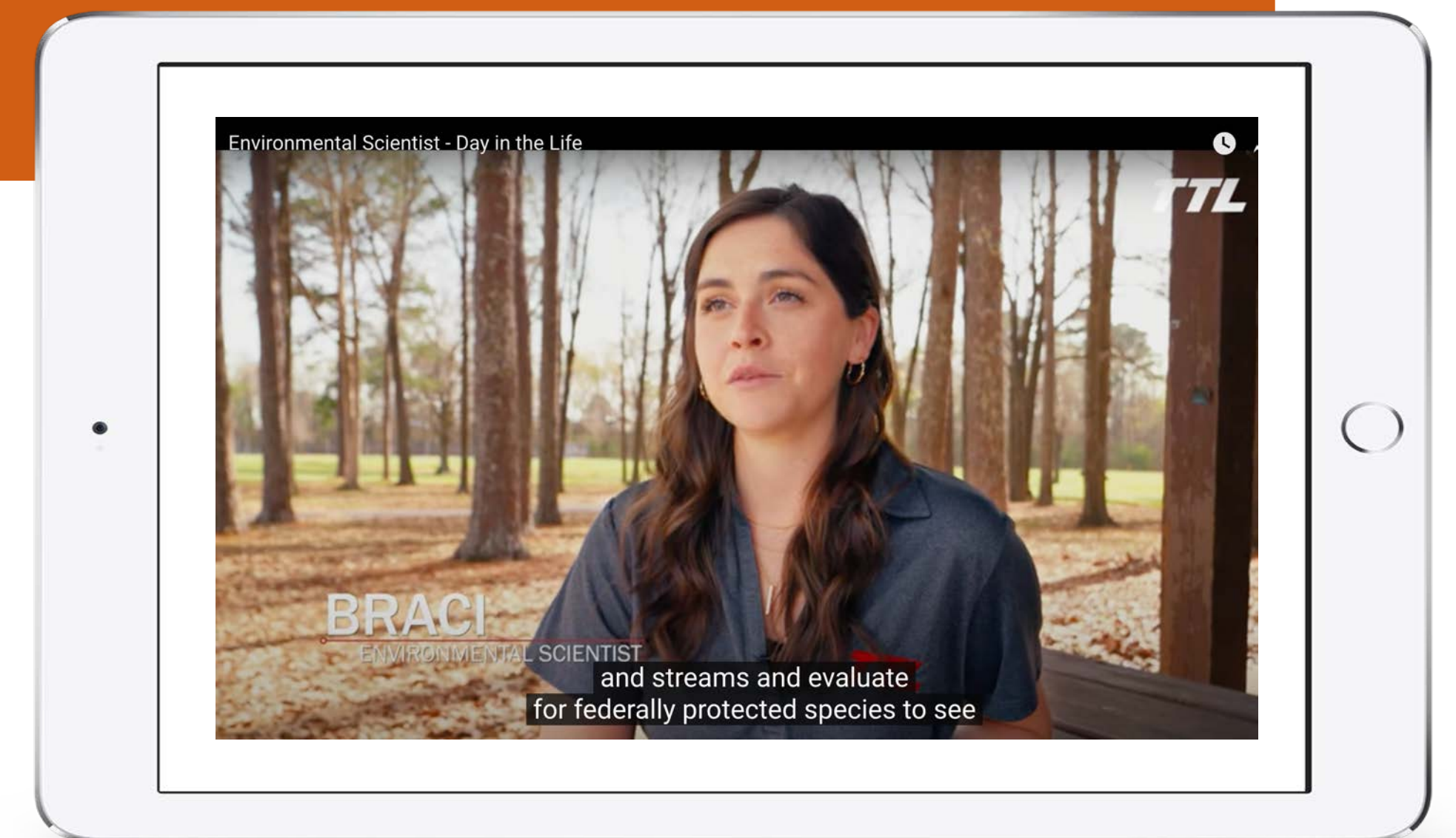
recruiting strategies

VIDEO

It is a necessary tool

Video is a great way to:

- Showcase your culture
- Highlight your differentiators
- Explain roles and responsibilities
- Create excitement



Job ads with embedded video get
800% more engagement.

Job postings with video have a

34%



greater application rate than those without.

Video posts on LinkedIn are shared
20 times more than other formats.

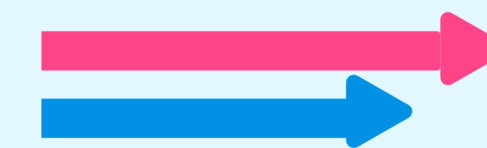


Job postings with
video icons are
viewed **12%** more
than postings without video.



Viewers retain **95%**
of a message when
they watch it in
a video, compared
to 10% when reading a text.

Talent pros who say videos ...



increase number of
job applications:

80%

improve quality of
applications:

78%

generate more
passive candidates:

88%

provide the best ROI
for the investment:

85%



recruiting strategies

CAREER SITES

Help you monitor your brand

01

GLASSDOOR

One bad review can turn prospective employees running the other direction to your competitor

02

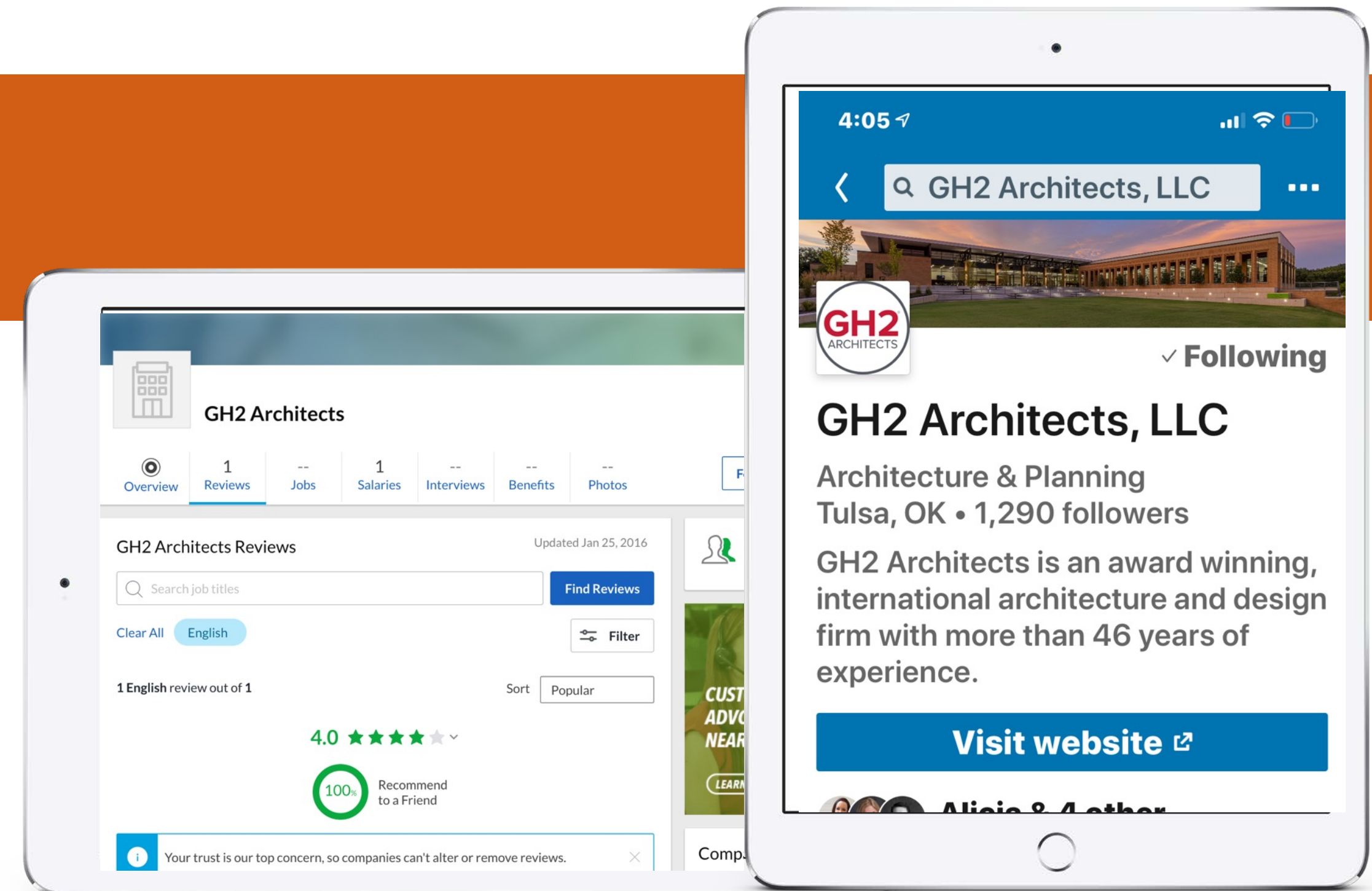
LINKEDIN

Does your firm page represent your brand?
LinkedIn is the most-used channel for recruitment efforts with 77% in 2018.
(Jobvite Recruiter Nation Study 2018)

03

INDEED

Does your job posting look like everyone else's?



75% of recruiters say Glassdoor reviews are important to the hiring process. Company culture does help for hiring.
(Jobvite Recruiter Nation Study 2018)



recruiting strategies

ASSOCIATIONS & ORGANIZATIONS

Help you amplify your brand

01 MEET POTENTIAL CANDIDATES



02 POST ON JOB BOARDS

03 BE SEEN AS AN INDUSTRY LEADER - FIRM EXPOSURE



recruiting strategies

NETWORKING

Engage your entire staff to become your doer-recruiters

01

ASSOCIATION EVENTS

02

COMMUNITY EVENTS

03

FRIENDS/COLLEAGUES

04

SIGNATURE RECRUITING EVENTS
CREATE YOUR OWN

05

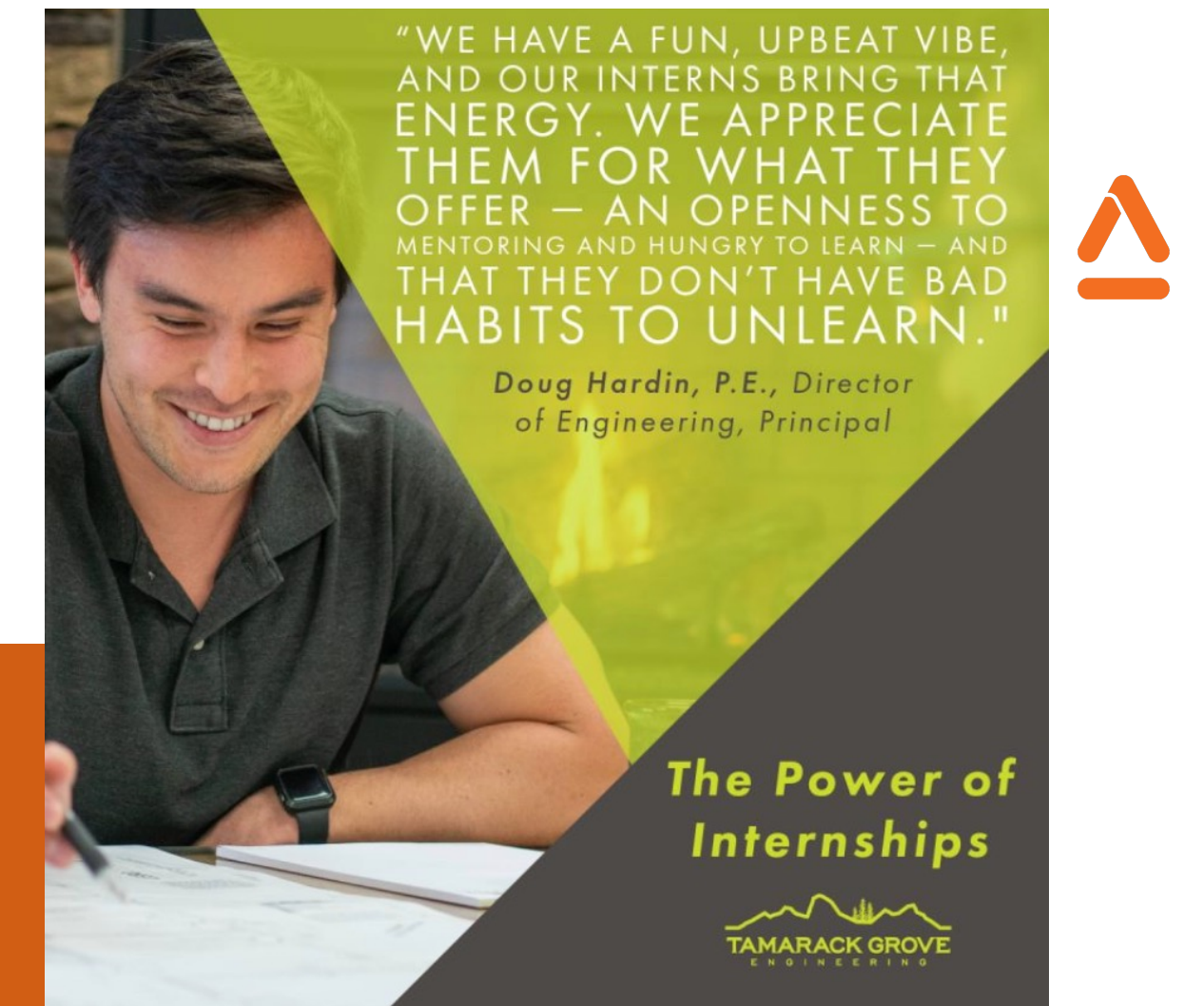
SOCIAL MEDIA



recruiting strategies

UNIVERSITY PARTNERSHIPS

Recruit early so you can grow your own talent



01

CAREER FAIRS

Qualify students.

02

SCHOLARSHIPS

Offer scholarships for resumes with the qualifications you seek.

03

STUDENT ORGANIZATIONS

Offer to bring in pizza and talk to them about a subject.

04

SENIOR PROJECT

Identify the superstars early so you can recruit immediately.

05

INTERNSHIPS

A great way to try candidates out.

06

RELATIONSHIPS

Dean, Professors – so they send you the best candidates.

recruiting strategies

CAREER FAIRS

Recruit early so you can grow your own talent



01

PARTNER WITH THE RIGHT VENDOR

Universities, Career Sites, Military, High Schools, Technical Schools.

02

BE PREPARED

Pre-screen resumes.
Understand the platform, be prepared for video, think about mobile users.

03

PROMOTE THE EVENT

Social media, current employees, direct mail, e-blast.

04

BRAND, BRAND, BRAND YOUR BOOTH

Theme (fun), videos, employee stories.

05

SEND THE RIGHT PEOPLE

Recruits want to see themselves so use your young staff at University fairs, and your veterans at military fairs.

06

FOLLOW-UP

Take notes.
Share next steps.
Reach out.



career fairs - video





Building an Army of Doer-Recruiters



why use your staff to recruit?



SAVE MONEY



CULTURAL FIT



TESTIMONIALS



OPPORTUNITY



identify your recruiting needs





engage your doer-recruiters

01

TELL THEM WHAT YOU NEED

People will be willing to help you if you can convey what type of help you need and why.

02

ASSIGN SPECIFIC RESPONSIBILITIES

You need to ensure your doer-recruiters understand exactly what commitment you are seeking: what tasks will they be doing, where do they track it, where do they report it, how do they do it, and—once again—why are they doing it?

04

SHOW THEM HOW TO DO IT WELL

Once they commit, train them. Shadow and mentor. Utilize the most talented staff to show the rest of the staff how to recruit.

03

TRACK PROGRESS

Ensure you follow up after you make assignments. Doer-Recruiters will see that you measure what you care about.

05

REWARD & REINFORCE

If you find that your doer-recruiters are doing excellent work, tell them. Praise them publicly and ask them to demonstrate to other team members how they were successful.



Hire for Culture





hire

The most significant bottleneck in recruiting is working with hiring managers.

50% of recruiters see problems in moving candidates through the hiring process.

44% cite hiring managers reviewing resumes as reasons for slowing the process down.

Jobvite Recruiter Nation Study 2018

- Treat your hiring process like you do a client pursuit – on 1st interviews, put your best team forward and make sure they:
 - a. are great brand ambassadors.
 - b. understand and represent firm culture.
- Develop behavioral interview questions that you can't get from their resume, and that divulge cultural fit.
- Two interviews max; three for senior level.
- Don't delay – someone else is courting them.



behavioral interviews

BEHAVIORAL INTERVIEW QUESTIONS ask candidates to describe what they did in a role, how they handled a situation, or to share specific qualifications through experiences. They seek concrete examples of skills and experiences that relate directly to the position. They use a specific situation to inquire about what action the candidate has taken to respond to something similar in the past – and what the result was.

Past successes are often a positive indicator of success in the future. When this line of questioning (and question development) is directly tied to a firm's Mission, Values, or Purpose you gain insights to the candidate's cultural fit.



behavioral interview questions

EXAMPLES

- Assuming you've been to our website, what were the distinguishing characteristics of our firm that caused you to be interested in joining our team?
- Describe a time when you exceeded your client's expectations.
- Describe a time when you could work successfully with someone you did not like personally (or the other way around). What did you have to do with this person? How did you get past your dislike? Result?
- Give me an example of a relationship you have right now that you developed because of a prior job. How did you meet? How did the relationship develop? What have you done to stay in touch?
- Describe a time when you convinced someone to see things your way or do things your way at work.
- Tell me of a time when you had to make an unpopular decision at work/school.
- Give me an example of a policy that you conformed to even though you did not agree with.
- Tell me of a time when you made a substantial mistake at work. How did you handle it?



Develop & Document Your Hiring Process

Identify who can you use in your firm to do the following and detail expectations, responsibilities, training, tracking, and rewarding:

Source & Screen New Candidates

Vet & Interview Candidates

Select & Onboard

thank you
ELEVATE

PLEASE STAY IN TOUCH!

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