



# Recruiting to the Rescue

## The 10 Steps to Build a Recruiting Machine

### Guidebook

The ability of an organization to find, attract, get on board and keep the right people is the most important skill an organization can have. Without this focus and ability it will be a very difficult path to success or for your organization to get from “here” to “there”

**Remember:**

***“Getting the Right People in the Right Positions doing the Right Things and doing the Right things Right and treating them Right will get you the Right Results!***

***Right? Right!”***

***Head Harvesters Bill and Ed***

The companies who become the best at this one key area of a business will have the best results. It’s as simple as that! Or is it? When you follow these ten steps to build a recruiting machine you and your organization will be able to perform your work on a consistent basis, attract the right customers and make a profit.

In this guidebook we will walk you through the 10 steps that are needed to build a recruiting program. After you have learned the key steps and implement these steps you will be in the best position to “harvest your potential”

**The Recruiting to the Rescue Takeaways:**

- Learn why people leave organizations like yours and how to put a stop to it
- Understand the importance of your culture and it’s affect on recruiting
- Establishing your recruiting goals for a 3-5 year future
- Have an arsenal of tools that help with the recruiting process
- Determine your best sources for the people you want
- Building a recruiting process that moves candidates quickly and effectively
- How to get people onboard in short order

While there is no guarantee of results we feel extremely confident that when fully implemented and practiced this practice “best practice” will produce these results:

- You will find and attract the right people to your organization in a timely manner
- Spend less time screening out the losers and hiring the winners easier and faster
- Have a continuous funnel of qualified candidates seeking to be part of your organization

# The 10 Steps to Build Your Recruiting Machine

Here is an overview of what the Recruiting to the Rescue! Guidebook will cover. We have broken these 10 steps into four Key Areas.

## Build a Strong Foundation

Step One: Which Came First Retention or Recruiting?

Step Two: Got Culture? Build and Shape Your Culture

## Proactive Planning

Step Three: Take Stock and Good Care of What You Have

Step Four: Identify the Needs

Step Five: Identify the Target

## Preparation

Step Six: Get Your Tools Ready (Recruiting Tool Box Review)

Step Seven: Practice Recruiting “Best Practices”

Step Eight: Screening and Interviewing

## Execution

Step Nine: Go to the Source

Step Ten: Hiring and Get On Board

# Step One: Which Came First Retention or Recruiting? (Or SHUT the Backdoor!)

## Retention or recruiting, which comes first?

First, determine if you have retention or a recruiting issue or both?

If good employees are leaving and you can't find good ones to replace them, then you really do have a BIG retention challenge and need to get your people program in place STAT.

Find this out and get it resolved before you launch a recruiting campaign. .

### **Purpose:**

Our purpose here is to determine if we have a retention challenge or if we have a recruiting challenge or maybe a little of both! And shut the back door!

### **Action Step: Determine Who is Leaving and Why?**

- Make a list of all the people that are no longer with the organization over the past two-three years. No matter what the reason let's look at all of those that have left the organization.
- Sort these departures by position level.
- Then within each level determine the tenure, reasons why they left, where they went to and if you would rehire if you could work something out.
- Learn why people leave and what if anything needs to be done about these reasons.
- Identify those reasons that need attention to improve your retention rate of key people

### **Action Step:**

Now fill in the names, tenure and the reasons people have left over the past 2-3 years. Try to determine where they went & decide if we would rehire them if given the chance.

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### **Action Step: Answer These Questions**

- What were some of the reasons these folks left that were not in our control? Like spouses' transfer, moving back to their original location, illness, death etc.
- What were some of the reasons they left that were in our control? Like Culture, Leadership, Pay, Under Appreciated, Over Worked, etc.
- What levels have the highest turnover? Why is this? What can be done to lower this turnover rate? Better selection criteria? Better screening and interviewing process? Improve On Boarding and 90-day process?
- Why do people leave your organization?

**List the top 2-3 reasons why people leave your organization**

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

Are there any patterns why people leave or are no longer with your organization?

**Were there other reasons? List here:**

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Ok now we have reviewed the reasons why people are no longer with your organization. What was learned?

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**Note:**

If you don't know why they have left maybe you could reach out to them (especially if you would like to get them back on board) and learn why they left and what would they suggest that we get better at just in case they wanted to get back with us.

Use the Exit Interview Tool to help discover reasons why they left.

**Also Note:**

The good ones that left also might be put on your "tag and release" program

**Action Step: What Can be Done to Improve Your Retention Rate?**

Ok, now what adjustments need to be made to help keep the good ones on board and to help the lower performers be successful elsewhere?

Ways to keep the keepers:

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

Ways to help the non-keepers to be successful elsewhere:

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

**Use These Tools from the Academy Tool Box:**

- Exit Interview
- Employee Survey
- 10-15 Report
- 360 Reviews of Leaders
- Performance Review

## Step Two: Got Culture? Build and Shape Your Culture

### **Purpose:**

The purpose here is to help build the foundation of a great culture with well-defined Vision, Mission, Core Values and Success Behaviors statements so you will attract and keep the right people.

### **Build and shape the right culture.**

Every company has its own unique culture. How would you describe yours? Does it need some work? Remember, this can either be one of your most attractive recruiting tools or, if it's not in good shape, your worst.

### **Please Note:**

Remember the importance having a great culture and how critical it is for building a solid retention and recruiting program. This will play an integral part of your company's success. Lets spend some time here and get these at the very least addressed here and begin the process of building this foundation within your organization.

### **Quick Reality Check:**

Have your leaders (that means you) write out your vision, mission and core values statement How did that go? Well just for the record I have yet to see an organization be able to do this at the leadership level. So why would we expect our folks to know and embrace these? Ok so either we need to simplify these areas or get better at learning and living these areas.

Remember that Vision + Mission + Core Values will help drive the Right Success Behaviors which in turn drive the Right Actions to reach the Right Results. Right? Right!

**Vision > Mission > Core Values > Success Behaviors > Actions > Results**

These also help with company alignment.

### **Action Step**

Take a good look at your culture to see where it stands. Ask yourselves, are your vision, mission, core values and success behaviors clearly spelled out? More importantly, are they lived from top to bottom?

**Here are some ideas to consider to help with building your culture through well thought out Vision, Mission, Core Value and Success Behavior Statements.**

### **Vision**

Your vision inspires people to aspire to be greater together (or to perspire!) This is a statement about what your organization wants to become. It should reach the hearts and minds of all members of the organization and help them to feel proud, excited, motivated and part of something much bigger than themselves. The vision should stretch the capabilities and image of the organization. The vision gives shape and direction for the future of the organization.

**Action Step:** Try and create a short version of the vision statement so that it will be remembered by all your employees especially the leaders!

### **What is Your Company's Vision?**

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### **Mission**

Your Mission or purpose gives a precise description of what an organization does. It defines why the organization exists. This should be assimilated and become part of the company culture. Each member should be able to verbally express the mission. Each employee's actions should demonstrate the mission in action. The company mission or purpose is the most frequently expressed statement that everyone should know and embody. Completing the company's mission will lead its accomplishing it's vision.

**Action Step:** Build a Mission Statement that is easy and to the point of why your business exists.

### **What is Your Mission Statement?**

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### **Core Values**

The Core Values show what your organization is all about and what your organization cherishes and honors. The value statement defines how people will behave with each other in the organization. Your value statement provides a measuring device against which you evaluate all of your actions and behaviors. Your value statements give words and meaning to the values that you decide to live by daily. Once defined, values impact every aspect of your organization. You must support and nurture the impact of these values and value statements or identifying values will have been a wasted exercise. Employees will feel fooled and misled unless they see the impact of the values and value statements within your organization.

**Action Step:** Build a Core Value Statement using no more than 5-6 key Core Values

**What are your Core Values? List them here:**

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### **Success Behaviors**

These are common behaviors that we expect from our team members in day-to-day dealings with each other, our customers and all whom we come in contact within our day-to-day business workings.

#### **Sample Success Behaviors**

- Practice The Golden Rule"
- Be on time and prepared
- Return internal and external customer communications within 4 hours or less
- Be an active & positive participant w/ company challenges & resolution of issues
- Have a positive "can do" attitude
- Be servant oriented
- Seek and take good council
- Be in charge of your behavior and adjust when needed

**What are the desired success behaviors in your organization? List them here**

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**Action Steps:**

- Set aside some time with your team to build your vision, mission, core values and success behaviors
- Consider having an outside professional facilitate this process.
- Get these in writing and in one easy accessible spot or even consider making your own credo card and have it in English and Spanish. Everyone should know these and hold each other accountable to these.
- If you are at the beginning stages of building your vision, mission, core values and success behavior statements conduct several employee surveys, hold a few town hall type meetings and some small group sessions to get input and a greater sense of involvement and ownership.
- Survey your people on an annual basis at the very least.

**Tools Needed:**

Employee Surveys  
Planning Meetings; Retreats  
Facilitated Sessions



## Step Three: Take Stock and Good Care of What You Have

### **Purpose:**

The main purpose of this step is to determine your current reality with your people. Ask, who do you have on board now, what are their strengths and weaknesses, what are their current performance levels and what potential do they have to move up in the organization? Who is at risk for leaving? Who needs to be successful somewhere else?

### **Take Stock:**

- This portion of step three assesses whom you have currently in place and what your current needs are now or the near future say in the next 90 days. We will also rank each player to get an idea of their current performance and what potential they have.

### **Action Steps:**

#### **Draw out a People Map (org chart)**

- Build a People Map or Organization Chart of all the people you have in your company. Who reports to whom and so forth, also leave blanks where you currently have needs. This gives a sense of where we are now or “here”

#### **Rate Each Employee**

- Rate each of these people either on an A, B, C scale or a numerical score 1-5 rating two metrics on performance and potential (see book pages 33-37)

#### **Determine What Positions Currently Need to be Filled**

- Identify positions by title and the order or sequencing of the placements
- Begin to strategize on ways to fill these openings

#### **Take Good Care of What You Have:**

- This portion of step three builds your retention and development plan for your people. After we have determined our A, B, Cs we then need to build a basic game plan for identifying your bench strength and to develop it.

### **Action Steps:**

#### **Conduct Surveys and Interviews**

- Perform an employee survey/interview with each player by their supervisor

#### **Conduct Performance Reviews**

- This might also include a performance “review like” overview assessing their strengths and areas for development.
- Determine what areas need work and how they need to go about getting identified skills built with some time frames.
- Meet each player and get an understanding of what needs to be done to improve their skills, behaviors and results.

#### **Determine Game Plan for Retention**

- What needs to be done to keep your keepers? Think about the people that are critical to your company's success and develop a retention strategy.
- Consider a profit sharing program and possibly phantom stock where appropriate.

**Exercise:**

List all of your "A" players within your organization:

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Now determine what is needed to assure their success and them staying with you

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**Tools Needed:**

Performance Reviews  
10-15 Report

## Step Four: Identify the Needs

### **Purpose**

The purpose of this step is to determine your needs over a longer period of time usually 3 years. We can then project year to year what the needs will be for each of the next 3 years based on revenue projections.

**Identify your needs.** Project what your short-term, midterm, and long-range needs are by position, prioritization, sequence, and timing. Start at the highest-level position and work your way down the ladder, then sequence the next hires by highest skill positions needed, and then determine the best time(s) to bring new people on board!

### **Action Steps:**

#### **Project Total Revenue and Break Down by Revenue Streams**

- Project what your total revenue will be 3 years from now
- Breakdown this revenue by revenue streams that are at least 10% of total revenue: i.e. maintenance, enhancements, trees, snow, irrigation

#### **Build People Map for Each of the Next 3 Years**

- Build an Organization Chart or People Map of what your organization will look like to support this revenue level in 3 years.
- Now take each year from where you are now and project what your revenue will be each of the next 3 years and build an org chart and People Map of what each year will look like if revenue goals are met moving forward.
- Separate the revenue streams to see if there are any special people needs per revenue stream

#### **Determine What the People Needs will be Moving Forward**

- What are your needs for each of the next 3 years by position and by numbers?
- Which people currently on board can fulfill these needs?
- What will be the sequencing or order of positions to be filled?
- Also figure the time, focus and energy needed to fill these positions

**List these positions here and begin to plan your recruiting strategy for Step Five**

**Year 1** \_\_\_\_\_  
**Year 2** \_\_\_\_\_  
**Year 3** \_\_\_\_\_

## Step Five: Identify the Target

### **Purpose:**

To identify the targeted positions that will need to be filled and determines what order of priority you will have recruiting for each of the next three years.

**Identify your targets.** Be specific about the type of employee you are looking for and develop a selection criterion for the “must-have” and “would-like-to-have” qualities with regards to experience, knowledge, skills, and core competencies.

### **Action Steps**

#### **Identify the Key Positions to be filled and the Order to be Filled In**

- Take the org chart/people map from step four and now list the positions/targets that need to be placed and in what order
- Get an idea of how long realistically it will take to fill these positions
- List all of the positions needing to be filled by title/position

#### **Build Your Basic Selection Criteria for Each Position**

- Determine what areas are “must haves” and what are “would like to haves”
- Build your selection criteria for each position

#### **List the Positions/ Targets that You Have Identified**

##### **Targeted Positions**

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##### **Now list the “Must Haves” and the “Would Like to Haves” for each position**

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#### **Build Your Game Plan**

- Begin thinking about some of your strategies for your search
- Determine the “zone”, get a map of your area and draw a ½ hr. & 1 hr. boundary
- What are the best sources we have had luck with in finding these positions?
- What other options do we have? I.e. transfers, subcontracting, consultants

#### **Tools Needed:**

Selection Criteria  
Job Descriptions  
Pay Ranges  
Job Expectations

## Step Six: Get Your Tools Ready

### Purpose

The purpose of this step is to know what tools will be needed to build your recruiting machine and to have them ready for your campaign. We also need to understand how and when to use the tools.

**Gather your tools.** Gather and sharpen your recruiting tools *before* you go out recruiting; for example, job descriptions, compensation packages, screening and interviewing questions, benefit summary, employee handbook, etc.

### Actions Steps

Go through the Harvest Way Recruiting Tool Box and get familiar with what is available and how and when to use them.

### Tool Box Review

#### Have These Tools Ready BEFORE you start:

- Job Descriptions
- Pay Ranges
- Bonus Programs: Samples and commission
- Screening Questions: For each Position
- Questions Not to Ask
- Interview Questions
- Dos and Don'ts of Interviewing
- Benefit Cut Sheet
- Employment Application
- Interest Card
- Advertising Pieces
- On Line Sources
- Flyers
- Selection Criteria
- Employee Handbook (if you have one, if not think about putting one together)
- Interviews Rating Overview
- Offer Letters
- Referral Program
- Career Ladder

#### What tools do you already have from the list above?

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#### What tools need to be added or sharpened?

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**Additional Tools to Have in Place and Know How and When to Use:**

- Employee Surveys
- Exit Interviews
- On Boarding Program
- 10-15 Report
- 360 Review
- People Map
- Basic Performance Reviews
- Coaching and Mentoring or Buddy Program

**Which of these tools do you currently have?**

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**What tools need to be sharpened? Added or adjusted?**

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# Step Seven: Practice the Recruiting “Best Practices”

## Purpose

To identify the key recruiting “best practices” and to at the very least put into place and have an agreed upon recruiting and on boarding process. To establish a recruiting step by step process that will be followed by all of the key participants.

**Know and practice recruiting and hiring best practices.** Have a process in place that keeps the viable candidates moving through in a reasonable time frame and eliminates the non-viable candidates in a positive professional manner. Become efficient at the screening and interviewing process.

## Action Step:

- Review the process you currently have for recruiting: What steps and “best practices” do you have in place for recruiting now?

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- What will you be adding or changing with your recruiting process? What “best practices” will you be using?

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## Consider

- When an opening occurs what are your steps that you will be taking to fill the position? Pick out 2-3 scenarios with different positions and list what the steps will be taken to fill the position and what “best practices” will be used to help fill these positions

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## Tools Needed

People Map and People Plan  
Selection Criteria  
Job Descriptions  
Pay Ranges and Bonus Systems  
Screening and Interviewing Questions  
Offer Letters  
Map of the Zone  
Hiring and On Boarding process  
Job Applications

# Step Eight: Go to the Source

## Purpose

Know what sources are available to find and attract the right people and how and when to use them.

**Go to the sources.** You never want to have only one candidate, so have at least five sources from which to build your candidate pool.

## Action Steps

- Look at your People Map and determine the sources of all the people currently on board
- Identify your top 3 best sources as well as your not so good sources
- Consider additional sources like: electronic job board advertising, network, vendors, ESL classes, DMV: Department of Motor Vehicles, Parks, Churches, where the targets congregate, clients, employee referral programs, promoting within, schools, landscape events, flea markets, Vocational training programs, great flyers, great exciting advertising, signs on vehicles, hold your own job fair

- Best Sources

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- Not So Good Sources

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- Identify 5 additional new sources that you will be trying out

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## Tools Needed

Indeed.com  
Flyers  
Advertising pieces



# Step Nine: Screening and Interviewing

## Purpose

To learn and use proper and effective screening and interviewing techniques to filter out the best candidates and to glean the most important information needed about them. Become efficient at the screening and interviewing process.

## Action Step:

- Review the screening questions that are presented in the tool box
- Practice the screening questions with candidates to help with filtering out the wrong folks and bringing forward the right people to the next phase of hiring
- Review the interviewing process currently being done.
- What areas need to be improved?
- Practice the interviewing techniques; Warm-Hot -Cool; EAR; Active Listening; Being Present
- Practice interview questions; know your not to ask questions

## List some of the changes you plan on implementing:

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## Tools:

Dos and Don'ts of Interviewing

What not to ask

EAR questions

Screening Questions

Interview Questions

Application for Employment

Interview Rating Reviews

# Step Ten: Hiring and On Boarding

## Purpose

To have a very affective hiring and on boarding process that brings new people up to speed with safety, productivity, consistent delivery and cultural alignment in the most expedient manner possible.

## Hiring and On Boarding.

It's important to make this a positive experience for new employees. Focus on ensuring their safety and providing them with the proper tools to become positive, productive team members.

## Action Steps

- Review your current hiring and on boarding process
- Have regular “touch points” with new employees like a 10-15 Report
- Conduct employee survey and 90 reviews on all new people

What areas will you be adding, changing leaving the same?

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Where are the weaknesses of your current process?

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What needs to be done to make it more affective?

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## Tools:

Offer Letters  
Consider Drug Testing Process  
On Boarding Program  
Buddy System  
Entry Portal with Targeted Crews or Jobs  
10-15 Report  
90 day– Review

# Building Your Recruiting Machine Summary

So now we have the foundation built for your recruiting machine. Congratulations you now have the makings of a Recruiting Machine!

I am certain that this will now help provide all of the needed resources for your first step in the People equation that being Finding, Attracting and Getting On Board the Right People. I wish you the best of success with your recruiting efforts.

## **Build a Strong Foundation:**

Step One: Which Came First Retention or Recruiting?

- ✓ Close the back door before opening the front door

Step Two: Got Culture? Build and Shape Your Culture

- ✓ Define it, build it, shape it and live it

## **Proactively Plan:**

Step Three: Take Stock and Good Care of What You Have

- ✓ Know your A, B, Cs and take good care to keep the keepers

Step Four: Identify the Needs

- ✓ Know when, how many and how long it takes to find them and build your funnel

Step Five: Identify the Target

- ✓ Be selective, be specific and be on the hunt ALWAYS! Keep A Full Funnel

## **Preparation:**

Step Six: Get Your Tools Ready (Recruiting Tool Box Review)

- ✓ Have them on the ready and sharpened

Step Seven: Practice Recruiting “Best Practices”

- ✓ Know and follow the program and practice, practice and practice some more

## **Execution:**

Step Eight: Screening and Interviewing

- ✓ Glean the info needed cleanly and effectively

Step Nine: Go to the Source

- ✓ Know your go to sources and build and develop 5 more

Step Ten: Hiring and Getting On Board

- ✓ Get them up and running safely, effectively, efficiently and timely

Your Recruiting Machinery is Now in Place!

Go Forth and Recruit!

Please feel free to contact us at [bill@harvestlandscapeconsulting.com](mailto:bill@harvestlandscapeconsulting.com) or [ed@harvestlandscapeconsulting.com](mailto:ed@harvestlandscapeconsulting.com) with any questions, comments or suggestions you may have with Building a Recruiting Machine at your organization.