

The Harvest Way for
RECRUITING & HIRING
THE RIGHT PEOPLE

Workbook

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THE 10 STEPS:

BUILD YOUR RECRUITING MACHINE IN 30 DAYS

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- Your Recruiting Machinery is Now in Place! 37
- Go Forth and Recruit!

INTRODUCTION

What usually happens after we read a good book or watch instructive videos? We inadvertently put them to the side and forget about them. Sometimes, we might go back and refer to them when we are in real need or in desperation!

The fact of the matter is, all of us get distracted and too busy to bother with this stuff and off we go! Sound familiar? Well that's why I put this workbook together.

Remember, finding, attracting, getting on board and keeping and growing the right people is the most critical part of your business success. So, I have written a workbook and video series to go along with my book to help you build and sustain the first part of the people equation – Finding, Attracting and Getting On Board the Right People.

Through a series of real-life “hands on” and “learn-by-doing” exercises along with some assignments for you, we will help build the foundation of your recruiting machine in 30 days. Some assembly required! This will require some of your focus and attention, but together we will have your recruiting machine built in short order.

HOW TO USE THIS WORKBOOK

Get some small teams together and walk, read and review your way through the book, videos, recruiting toolbox and now, the workbook. After you have reviewed this material please set aside some quality, UNINTERRUPTED time and get your arms, minds and hearts around this most critical part of your business. Walk step-by-step through the exercises and action steps in this workbook and build your recruiting machine together.

These exercises will take some time but will be well worth it, honest.

Now, block off the time and go through this workbook. Spend about one to two hours per step depending on what you may already have in place. By the end of 30 days you will have the main foundation of your recruiting machine in place.

Also, use this workbook as a teambuilding opportunity that in turn will help with the retention of your key people. When employees participate in program development, it helps with the overall spirit of the company, builds loyalty and leads to better retention.

OK, now let's get started!

STEP ONE

Which Came First: Retention or Recruiting?

Purpose:

The first step is to determine if you have a retention challenge or if you have a recruiting challenge. Or, maybe it's a little bit of both. Once you determine which challenges you are faced with, you can address and remedy these areas.

Remember, it doesn't make sense to run out and try and build your recruiting machine if you have a retention challenge that needs to be fixed.

Let's review the top reasons why people leave organizations, and determine if these come into play with retention challenges at your organization.

Action Step: Review the Material Presented in the Book and Videos

After watching and listening to the video on Retention or Recruiting: Which Comes First? and reading Lessons 3, 4, 5 from pages 13 through 32 in the book, actions that can be adopted will be reviewed.

Action Step: Determine Who is Leaving and Why?

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

Action Step:

Now fill in the names, tenure and the reasons people have left over the past two to three years. Try to determine where they went and decide if you would rehire them if given the chance.

Field Workers:

Foremen:

Middle Managers/Account Managers:

Sales People:

Administration and Support Positions:

Managers:

Other:

Action Step: Answer These Questions

- What were some of the reasons these employees left that were out of your control?
Like spouses' transfer, moving back home, illness, death, etc.
- What were some of the reasons they left that were in your control?
Like culture, leadership, pay, under appreciated, over worked, etc.

- What levels have the highest turnover? Why? What can be done to lower the turnover rate? Better selection criteria? Better screening and interviewing processes? Improve on boarding and 90-day processes?
- Why do people leave your organization?

List the top two to three reasons why people leave your organization:

1. _____
2. _____
3. _____

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

Were any of these as a result of the Top 11 reasons we reviewed in the book on pages 13 through 26?

Were there other reasons? List them here:

OK, you have reviewed the reasons why people are no longer with your organization. What did you learn?

Note:

If you don't know why they left try to reach out to them (especially if you would like to get them back on board) and learn why they left. Ask them what they would suggest that you get better at just in case they wanted to return.

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

Also Note:

The good ones who left also might be put on your “tag and release” program listed on pages 60 and 61. Hey, you never know; it might be worth a try.

Maybe the grass isn’t as green as they thought, and all they need is a little nudge to come back “home.”

Action Step: What Can You Do to Improve Your Retention Rate?

What adjustments can 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 be successful elsewhere:

1. _____
2. _____
3. _____

Use These Tools from the Recruiting Tool Box:

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

Use the book and video to help as well.

Refer to pages 27 through 32 in the book for some Harvester Helpful Hints to help with these retention challenges. Or, refer to the video section, Which Came First Retention or Recruiting?

Let’s move to “Got Culture?”

Notes:

STEP TWO

Got Culture? Build and Shape Your Culture

Purpose:

The purpose of this step is to help build the foundation of a great culture with well-defined vision, mission, core values and success behavior statements.

Action Step: Review the Material Provided in the Videos and the Book

After watching and listening to the video, “Which Came First Retention or Recruiting?” and reading the book, pages 23 and 24; “Reason 10: A Bad Culture Fit or a Broken Culture” and pages 28 and 29; “Seek Professional Advice,” specific actions to be implemented will be reviewed.

Please Note:

Culture has been mentioned so many times in the book and videos that we have added this as a step for building your recruiting machine. This will help you build the framework and foundation of a strong culture.

Remember the importance of 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.

If you already have all of these items in place, and everyone from top to bottom has a copy, is on board and is living and breathing them, then please move to step three. If not, let’s spend some time and, at the very least, address and begin the process of building this foundation within your organization.

Quick Reality Check:

Ask your leaders (that means you) to write out your company’s vision, mission and core value statements without reading it off the wall or in your employee manual. How did they do? For the record, I have yet to see an organization be able to accomplish this at the leadership level. Knowing this, why would you expect your folks to know and embrace them? Either these statements need to be simplified or you need to get better at learning and living these areas.

Remember, 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 yourself, are your vision, mission, core values and success behaviors clearly spelled out? More importantly, are they demonstrated from top to bottom?

Here are some ideas to consider to help build 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 to create a short version of your vision statement so it will be remembered by all of your employees, especially the leaders!

Sample Vision Statements:

- To be the premiere landscape service provider in all of _____
(name an area)
- To be recognized and respected as one of the premiere landscape companies.

What is Your Company’s Vision?

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 knows and embodies. Completing the company’s mission will lead to accomplishing the vision.

Action Step:

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

Sample Mission Statements:

- Making our customers lives easier, and providing them peace of mind.
- Building long-term mutually beneficial relationships with both our clients and employees.

What is Your Mission Statement?

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. The values of your senior leaders are especially important in the development of your culture.

Once defined, values impact every aspect of your organization. You must support and nurture the impact of these values and value statements or the exercise to identify values is wasted. Employees will feel fooled and misled unless they see the impact of the values and value statements within your organization.

Create Impact Through Values and Value Statements

If you want the values you identify and the value statements you craft to have an impact within your organization, the following needs to occur.

- Employees must actively demonstrate and model these values in their personal work behaviors, decision-making, contributions and interpersonal interactions.
- Organizational values help each person establish priorities in their daily work life.
- Values guide every decision that is made once the organization has cooperatively created the values and the value statements.
- Rewards and recognition within the organization are structured to recognize those people whose work embodies the values and the value statements that the organization identified and embraced.
- Organizational goals are grounded in the identified values. Employees have identified how their goals and actions are congruent with and demonstrate the company values daily.
- Adopted values and the resultant behaviors are recognized in regular performance feedback.

- People hire and promote individuals whose actions are in alignment with the organization's values.

Sample Values

The following are some examples of values: ambition, integrity, service, responsibility, respect, dedication, continual improvement, honesty, innovativeness, teamwork, excellence, accountability, empowerment, quality, efficiency, dignity, collaboration, stewardship, empathy, accomplishment, safety, challenge, influence, learning, compassion, generosity, persistence, optimism, dependability and flexibility.

Example Core Value Statements:

Our Core Values:

- **Quality.** We must do everything the best possible way. We are completely committed to high standards in all aspects of our business.
- **Leadership.** We are a leader in our industry and our community, and therefore dedicated to being the best in all that we do.
- **Teamwork.** We strive to work together with our clients, vendors, team members and the entire community.
- **Profitability.** The efficient use of labor and materials results in a profitable company.

Our Core is SCAPE:

- **Safety:** This area serves as the very foundation of our company
- **Client Centered:** We recognize they are the reason why we are in business
- **Collaboration:** We are better together than by ourselves
- **Achievement Oriented:** We will set high standards and goals and meet them
- **People Focused:** It all starts with our people
- **Ethics:** We will be held to the highest standards of integrity, trust and ethics

Our Company's Core Beliefs:

- **People:** Treat our employees, customers and partners with respect at all times
- **Clients:** Exceed client expectations to ensure their long-term satisfaction
- **Change:** Encourage change as a progressive approach to gain industry-wide leadership
- **Simplicity:** Simplicity in everything we do
- **Accountability:** 100% accountability, 100% of the time
- **Growth:** Expect more of ourselves and from each other to achieve "Best in Class" status

Action Step:

Build a Core Value Statement using no more than five to six key Core Values

What are your Core Values? List them here:

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 who we come in contact within our day-to-day business dealings.

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 and positive participant with company challenges and 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

Examples of Non-Negotiables

Our Non-Negotiables

- Meetings start and finish on time, have an agenda posted 24-hours before the start time, stay on topic, have prepared participants and no interruptions.
- Discussion in meetings attacks the topic without attacking the person. We are brutally honest without being brutal to the person.
- We are tolerant of all perspectives on an issue and will collaboratively work our way through the issue.
- We decide as a democracy and execute like a dictatorship.

- Our culture is based on accountability. We take ownership of tasks and deliver on our promises.
- We treat each other as we would want to be treated.
- We respect the company's property and treat it like our own.
- We believe that the company's success breeds each individual's success.
- Conflict is dealt with quickly and professionally. A mediator is used as a last resort.
- We lift each other up and do not tolerate tearing each other down.
- We do not require 100% buy-in to move forward on project/initiative/system/idea. However, we require 100% support once we move forward.

Notes:

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

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 them in writing and posted in one easily accessible spot. Or, consider making your own credo card and make it available in English and Spanish. Everyone should know these and hold each other accountable.
- 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 a minimum.

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. Review who you currently have on board, what their strengths and weaknesses are, what their current performance levels are and what potential do they have to move up in your organization? Who is at risk for leaving? Who needs to be successful somewhere else?

Action Step: Review the Material Given in the Book and Videos

After watching and listening to the video, "Take Stock and Good Care of What You Do Have," and reading the book pages 33 to 37 you can begin to review the actions that need to be taken.

TAKE STOCK:

- This portion of step three assesses who you currently have in place and what your current needs are now or the near future. Say in the next 90 days. You 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. Leave blanks where you currently have needs. This gives a sense of where you are today.

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 placements.
- Strategize 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 you have determined your A, B, Cs, next begin to build a basic game plan for identifying your bench strength and how to develop it.

Action Steps:

Conduct Surveys and Interviews

- Perform an employee survey/interview with each player (written by their supervisor).

Conduct Performance Reviews

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

Determine s Game Plan for Retention

- What needs to be done to keep your keepers? Think about the people who 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:

Now determine what is needed to assure their success as well as their retention:

Tools Needed:

- Performance Reviews
- 10-15 Report

Notes:

Notes:

STEP FOUR

Identify the Needs

Purpose:

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

Action Step: Review the Material Given in the Book and Videos

After watching and listening to the video on “Identifying Your Needs” and reading the book pages 38 and 39, you will next review what actions need to be taken.

Action Steps:

Project Total Revenue and Break Down by Revenue Streams

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

Build People Map for Each of the Next Three Years

- Build an Organization Chart or People Map of what your organization will look like to support this revenue level in three years.
- Now, take each year – with this year as a baseline – and project what your revenue will be each of the next three years. Build an Organizational Chart and People Map of what each year will look like if revenue goals are achieved moving forward.
- Separate the revenue streams to see if there are any special people needs per revenue stream.

Determine What Your People Needs Are Moving Forward

- What are your needs for each of the next three 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?
- Determine 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 _____

Notes:

STEP FIVE

Identify the Target

Purpose:

To identify the targeted positions which need to be filled, and determine the priority for recruiting for each of these over the next three years.

Action Step: Review the Material Given in the Book and Videos

After watching and listening to the video on “Identify the Target,” and reading the book from pages 39 to 47, next review what actions need to be taken.

Action Steps

Identify the Key Positions to be Filled and the Order in Which They Will be Filled

- Take the Org Chart/People Map from step four, and list the positions/targets that need to be placed and in what order.
- Think about 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:

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

Build Your Game Plan

- Begin thinking about some of the strategies for your search.
- Determine the “zone,” get a map of your area, and draw a 30-minute and 1-hour boundary.
- What are the best sources you have had in finding these positions?
- What other options do you have? i.e. transfers, subcontracting, consultants

Tools Needed:

- Selection Criteria
- Job Descriptions
- Pay Ranges
- Job Expectations

Notes:

STEP SIX

Get Your Tools Ready

(Review of Recruiting Toolbox)

Purpose:

The purpose of this step is to know what tools are needed to build your recruiting machine and get ready for your campaign. An understanding of how and when to use the tools is critical.

Action Step: Review the Material Given in the Book and Videos

After watching and listening to the video, “Get Your Tools Ready,” reading the book from pages 47 to 51 and reviewing the sample tools in Lesson 10: Recruiting Toolbox pages 105 through 128 you can now review what actions need to be taken.

Action Steps

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

Tool Box Review

Have These Tools Ready BEFORE you start:

- Job Descriptions: Gardener, Foreman, Account Manager, Business Developer, Branch Manager
- Pay Ranges
- Bonus Programs: Samples and commission
- Screening Questions
- Questions Not to Ask
- Interview Questions
- Dos and Don'ts of Interviewing
- Benefit Cut Sheet
- Employment Application
- 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?

What tools need to be added or sharpened?

Start going through the downloadable tools and make any needed adjustments.

Additional Tools to Prepare, 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?

What tools need to be sharpened, added or adjusted?

Notes:

STEP SEVEN

Practice the Recruiting “Best Practices”

Purpose:

To identify the key recruiting “best practices” and, 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 followed by all key participants.

Action Step: Review the Material Given in the Book and Videos

After watching and listening to the video, “Establish and Practice the Recruiting Best Practices” and reading the book from pages 51 to 61, review the necessary actions.

Action Step:

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

Review your current process for recruiting.

What steps and “best practices” do you have in place for recruiting now?

After reading the book and watching the videos, what will you add or change with your recruiting process? What “best practices” will you use?

Consider:

When an opening occurs what are the steps that you will take to fill the position? Pick out two to three scenarios with different positions, and list what steps will be taken to fill the position, and what “best practices” will be used to help fill these positions.

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

Notes:

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.

Action Step: Review the Material Given in the Book and Videos

After watching and listening to the video, "Go to the Source," and reading the book from pages 61 through 80, now review what actions need to be taken.

Best Sources:

Not So Good Sources:

Review all of the sources that were highlighted in the book, pages 61 through 79.

Identify five additional new sources that you will be trying out:

Tools Needed

- indeed.com
- Flyers
- Advertising Pieces

Notes:

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.

Action Step: Review the Material Given in the Book and Videos

After watching and listening to the video, “Conducting Effective Interviews” and reading the book from pages 81 through 94, you can now review what actions need to be taken.

Action Step:

- Review the screening questions that are presented in the book and tool kit.
- Practice the screening questions with candidates to help filter out the wrong folks and move 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 to implement:

Tools:

- Dos and Don'ts of Interviewing
- What not to ask
- EAR Questions
- Screening Questions
- Interview Questions
- Application for Employment
- Interview Rating Reviews

Notes:

STEP TEN

Hiring and On Boarding

Purpose:

To create an effective 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.

Action Step: Review the Material Given in the Book and Videos

After watching and listening to the video, "Getting Them On-Board," and reading the book from pages 99 through 103, you will now review what actions need to be taken.

Action Step:

Review your current hiring and on boarding process.
How does it compare to what was reviewed in the book?

What areas will you add, change or leave the same?

Where are the weaknesses of your current process?

What needs to be done to make it more effective?

Tools:

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

Notes:

BUILDING YOUR RECRUITING MACHINE

Summary

You now have the foundation built for your recruiting machine because you have read the book, reviewed the videos, learned about the tools and you have gone through this workbook. Congratulations, you now have the makings of a Recruiting Machine!

I am certain that this will help provide all of the needed resources for your first step in the people equation including: 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 five 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
or ed@harvestlandscapeconsulting.com with any questions, comments or suggestions
you may have with **Building a Recruiting Machine** at your organization.