



# A STEP-BY-STEP GUIDE TO **HIRING TALENT** 2023

PREPARED BY  
*PLANET FORWARD*

# TABLE OF CONTENTS

<b>HOW TO WRITE AN EFFECTIVE JOB POSTING</b>	<b>1</b>
--	----------

---

<b>ATTRACT TALENT ON SOCIAL MEDIA</b>	<b>2</b>
---------------------------------------	----------

---

<b>BEYOND SKILLS: HIRING FOR TEAM COHESION</b>	<b>3</b>
--	----------

---

<b>STRATEGIZING REMOTE TEAMS</b>	<b>4</b>
----------------------------------	----------

---

<b>COMMON QUESTIONS WITH CONTRACTS</b>	<b>5</b>
--	----------

---


<b>TIPS FOR ONBOARDING CONTRACTORS</b>	<b>6</b>
--	----------

---

<b>CHOOSING BETWEEN TWO GREAT CANDIDATES</b>	<b>7</b>
--	----------

---

<b>PARTNERING WITH A STAFFING FIRM</b>	<b>8</b>
--	----------



# HOW TO WRITE AN EFFECTIVE JOB POSTING

01

When writing a job description, the main goal is to get the “right” job seeker to click on your posting, in hopes of moving them closer to applicant status. However, if your job posting doesn’t provide them with the right information, or isn’t attractive enough to compel them to apply, you will unfortunately be missing out on candidates that could be great fits for your role. Here are a few tips from Planet Forward to use when writing an effective job posting.

## **Optimize Your Job Title**

Don’t feel like you must use a general job title, or an exaggerated title for your job. Start with a job title that accurately reflects the position and is easily understandable. Ex: Civil Engineer, Environmental Service Coordinator, General Construction Project Manager, etc.

## **Summarize the Role**

The position overview is what gives job seekers a general idea of what they’ll be doing. Speak directly to the job seeker rather than using phrases like “the right candidate.” This will make the job ad feel more personal and allow prospects to envision themselves performing the job.

## **List Job Requirements**

Highlight the five most essential job duties. It’s best to use bullet points when listing job responsibilities so job seekers can quickly scan them. Start each responsibility with a “to be” verb rather than a verb that ends in “-ing” to make your statements more powerful. Ex: Review client requested proposals to determine procedures as necessary.

## **Qualifications and Skills Requirements**

Once you have a job seeker excited about your opportunity, they need to find out if they are qualified to apply. Start by listing required skills such as skill sets, education, etc. Then finish with “preferred skills” that may not be required but would be nice to have such as additional education, training, experience, or knowledge.

## **Share Company Values**

Use this section to not only highlight your companies’ mission, vision and values but also include key attributes that would attract candidates to come and work for your company. This includes Insurance, PTO, Holidays, and any bonuses or stock options they may qualify for.

# ATTRACT TALENT ON SOCIAL MEDIA

02

Now that you have your job description, it's time to get online. Your goal is to not only source for candidates, but to sell them on what your company is offering that they're not getting in their current position. While you're looking for the best talent, you should also be looking for the right talent, and social media can help. Here are five tips to attract the right people to your organization with strategic employer branding:

## **1.) Be Transparent**

Show your audience there are real people behind the company logo. When advertising what you have to offer to prospective talent, identify your key selling points. It sounds obvious, but not all companies understand that above all else, candidates want the truth. So, whether they're stuck in the interview process, they haven't received feedback, or they're simply not a good fit for the role, providing that transparency helps build a real relationship (and shows you respect their time).

## **2.) Be Authentic**

When Planet Forward speaks with candidates, they tell us they want to see the real "you" and may not be impressed by a generic-looking marketing ploy that looks like all the others. They want to know what your company stands for, how you're different and what a day in the life looks like.

## **3.) Create an Employer Profile**

There are plenty of public online spaces outside of your normal LinkedIn and Facebook pages and your Twitter profile where job seekers are going to learn more about you. Sites like Glassdoor are specifically designed to help job seekers vet potential employers.

## **4.) Post Relevant and Interesting Content**

Depending on the demographic you are targeting, many candidates seek a job where they can be part of something larger than themselves. So showing them that you're working on a major infrastructure project, a high profile plant modernization, or conducting critical cleanup work can really help your organization stand out amongst the rest.

## **5.) Get Your Employees Involved**

Employees have their own minds with their own interests, so have them act as brand ambassadors. Have them share their personalities and excitement for their company online!

# BEYOND SKILLS: HIRING FOR TEAM COHESION

03

Ensuring a congenial work environment is one of the most important factors when it comes to retaining talent. Hiring someone who doesn't work well with your company's style can cost you time, morale, productivity, and money. The challenge is that evaluating this alignment is subjective, arbitrary, and highly personal, but it's also critical. Here are some key suggestions from Planet Forward you can do during the interview process to improve your chances of hiring the next rising star.

## **Define Your Mission Statement**

It sounds obvious, but knowing what your company values most is critical when hiring new employees. Consider your top performers and evaluate what makes them successful from a qualitative point of view.

## **Ask Situational Questions**

Determining whether someone will align with your company's working style starts in the interview. It is important to ask the right questions – and not just questions related to the candidate's technical experience. Asking open-ended, “what would you do if...” questions can give you valuable insight into a candidate's work style and how he or she will respond to potential challenges.

## **Solicit Multiple Opinions**

Involve peers, direct reports and managers across departments in the hiring process. Compare interview feedback notes from everyone who has met with the prospective hire.

## **Embrace Diversity**

The ideal hire may very well be someone who is completely different from everyone else on your team. For example, is your team full of vocal extroverts who could benefit from a more reserved, thoughtful team member? Do you have a few “big picture” types who could benefit from someone who is more detailed and tactical? Finding team balance is key.

## **Set the Proper Expectations and Above All, Be Honest.**

Find opportunities to talk about what traits are common among the most successful people at your company. Be candid about your expectations for working from home, general work hours, being available on weekends, attending company outings, etc. Paint an accurate picture so a new employee isn't blindsided when they get on board.



# STRATEGIZING REMOTE TEAMS

04

Remote work isn't going away any time soon—but your remote workers might if you don't take steps to ensure they have the ongoing attention, support, and engagement they require. Employees are increasingly demanding the flexibility that comes with setting their own hours and working from whatever location is most convenient for them. Employers are increasingly understanding that offering this type of flexibility will help them stand out in a labor market that remains competitive, especially for certain high demand positions.

## **Remote is the Present and Future of Work**

Even managers who were once almost collectively averse to managing people who they could not physically see have come around to recognize the benefits of remote work. Forbes reported on a study by the University of Birmingham which found that “52% of managers agreed that working from home improves concentration, 60% said it improves productivity, and 63% stated it increases motivation.” In-person engagement is no longer a requirement in a wide range of work settings and roles. However, engagement of some kind must be at the forefront of any successful remote work environment. The challenge, of course, is how business leaders and frontline managers can keep employees engaged in hybrid and remote settings.

## **Addressing Proximity Bias in Remote Work**

While remote work has largely been received positively over the past few years, some issues have emerged. Planet Forward has seen a “proximity bias”—the belief that managers view those they physically interact with more favorably than those they work with virtually. It's a more sophisticated way to refer to the potential for remote employees to be “out of sight, out of mind” and it does pose a real risk—both to companies and employees. Companies are at risk of overlooking, or even losing out on, top talent if they don't address remote employees' needs for involvement, including opportunities for challenging assignments, training and development.

## **Creating a Strategic Focus on Remote Workers**

Think about your organization and its remote workers. Who is responsible for them? Obviously, their managers or supervisors, but is that sufficient? A solution companies should consider is hiring a dedicated team lead responsible for overseeing and managing the remote work experience for both fully remote and hybrid employees.



# COMMON QUESTIONS WITH CONTRACTORS

## PART 1

### 05

It can be challenging to decide on the best hiring plan moving forward. After all, recruiting, onboarding and hiring is a big-time commitment and expense, and if you don't get it right, it's back to square one. That's why many companies are choosing to bring on contract or contract-to-hire talent. If that's a route you haven't explored before, you may have some preconceived notions about how it works. Here are some common concerns we hear at Planet Forward regarding contract and contract-to-hire workers, and strategies for determining whether they'll be a good fit for your organization.

### ***“Don't all of the best candidates go for direct hire positions?”***

The short answer: No. A staffing agency is tasked with finding the best talent. While oftentimes that talent is currently employed, they're not necessarily happy in that role. We hear from plenty of engineering and construction professionals that feel stuck when projects aren't moving forward, when there are conflicts within the company, or they simply want to try something new and see what else is available. If a staffing agency recruiter has an ongoing relationship with them (or is able to reach out to build a relationship and sell them on a better opportunity) they may be open to considering contract work.

### ***“What's the difference between contract & contract-to-hire?”***

With contract-to-hire, the expectation is set upfront that the company intends to convert the candidate to a fulltime employee at the end of a successful initial contract period. On the other hand, a standard contract worker has more possibilities as to what happens at the end of the contract.

### ***“Is hiring contract workers a big financial commitment?”***

While some assume outsourcing their talent search will cost big bucks, hiring a contract worker has a lower up-front cost. Think about it: When you bring on a new fulltime hire, you're not only paying them a competitive salary, but you're giving them a full benefits package, PTO, sick days and potentially a bonus in some instances. Then there's the recruiting cost, the interviewing and onboarding process, and all of the manpower involved in that.

On the other hand, working with a staffing agency to hire a contract or contract-to-hire worker breaks down to a lower cost over time. There's a much shorter process to onboard them since the heavy lifting is handled by the staffing firm.



# COMMON QUESTIONS WITH CONTRACTORS

## PART 2

06

### ***“Why do certain industries (engineering or construction) have a lot of contract opportunities?”***

The project-based nature of these fields, and the fact that professionals tend to move based on those projects, makes contract work a good fit. Whether it's a short-term project or travelling field work, bringing in contract or contract-to-hire workers can help fill skilled roles more quickly, and provide companies with a chance to preview talent before bringing them on long-term. In a complex job market or scaling workforce, don't overlook contract or contract-to-hire workers.

### ***“How will we know if the candidate is a good fit if we're not doing the recruiting?”***

A good agency will involve you in a collaborative process that gives you the chance to interview and vet potential candidates. You can be as hands on (or off) as you want. At Planet Forward, we screen each candidate to ensure they meet the job and logistical requirements, are interested in the role, are motivated to change companies, and we find out what else is going on in their job search. In the meantime, you can rely on the agency's pipeline to uncover hard-to-find people for your specialized roles.

### ***“What will the candidate's experience be like?”***

A quality agency puts care in ensuring a positive experience for both their candidates and their clients – from onboarding through the end of a contract and beyond. A bad candidate experience reflects poorly on both your company and the staffing agency itself.

### ***“Do contractors get medical benefits?”***

This varies between agencies. At Planet Forward, we provide contract workers all the key benefits that they would get from a fulltime position including medical, dental, vision, 401k, and disability insurance. We also handle HR matters, so you don't have to.

# TIPS FOR ONBOARDING CONTRACTORS

07

As we discussed earlier, contract employees can be your silver bullet, but it's important to remember that it takes more planning than just identifying the need and then selecting a candidate. In order to successfully get the most out of your investment, you also need to plan for how you integrate them into your systems, processes, and culture.

## **The Mistake Most Companies Make**

The biggest issue our team at Planet Forward sees when companies hire contractors is that they become so focused on scoping out the need and hiring the right person that they fail to plan for what happens next.

Many hiring managers are familiar with HR taking care of onboarding employees, including communicating with them prior to start date, collecting documents for compliance, initiating the creation of system accounts/access, just like they would for normal hires. But oftentimes these responsibilities lie in the hiring managers' hands because the contractor is not an actual employee of your company, and thus HR often legally cannot engage with them. And besides ensuring that contractors have what they need to start, hiring managers need to also provide relevant training on internal systems, communicate expected deliverables, set a work schedule, and establish communication protocols.

## **Execution**

The good news is that these problems are easily overcome by having a proactive and holistic plan in place when bringing on a contractor. The companies Planet Forward has worked with that do this exceptionally well, follow 3 main tips:

1. They involve key stakeholders: Once you have the scope of the contract determined, ask HR, Finance, IT, Production, or any other relevant team for feedback. Understand what elements are needed from each department to facilitate the selection and onboarding process.
2. They create a contractor checklist: When a contractor shows up on their first day, they'll likely have little to no knowledge of how your company conducts business, what systems you use, or typical hours people work.
3. They designate a point of contact: Contractors will inevitably have questions, so preempt that by appointing a point of contact, who should serve as a liaison between the contractor and whoever else they may need to speak to within your organization.

# CHOOSING BETWEEN TWO GREAT CANDIDATES

08

You've gotten to the final interview round and now you have to choose between two great candidates. The perfect candidate possesses a combination of the right skills, experience, and personality for the job. Get any one of those components wrong, and your new hire will result in more headache than help. So, what's a hiring manager to do when faced with the tough choice of deciding between two candidates that appear to be a good fit?

## **Clearly Define your Ideal Hire**

The most important step comes at the very beginning of the hiring process. When thinking through your ideal new hire, Planet Forward suggests that you ask yourself:

- What business need are you trying to solve with this hire?
- What are the essential skills and experience necessary for this role?
- What personality traits are vital for success?
- What does it take to thrive in your company culture?

By thoroughly defining all these criteria at the start of the hiring process, you'll be set up for success before you even get to final round interviews.

## **Advance the Best Candidates**

Hiring is a big investment for any company, and it's essential that you get it right the first time. Interviews are your chance to really get to know a candidate so you're only passing ideal candidates on to the final round interviews.

Having a structured plan for the interview process ensures that you gather all necessary information early in the process, address potential red flags, and don't find yourself in the situation of bringing too many people to final round interviews.

## **Trust Your Recruiter**

Their judgement is a great thing to defer to when you find you like more than one candidate in final round interviews. Your recruiter is in the unique place of understanding what you're looking for and knowing the candidates better than you possibly can in an interview.

Recruiters fully vet candidates, working to ensure they only pass you the most qualified candidates. If they take the time to connect you with someone, it's because they truly believe this person is a good fit for the job AND that they're likely to accept your offer.



# PARTNERING WITH A STAFFING FIRM

## 09

Being in the recruiting business, our team talks to a lot of companies about what they're looking for in a staffing provider. Most want things like industry expertise and geographic coverage. Some want their staffing provider to be involved in the community and to promote diversity, equity and inclusion (DEI) initiatives. But, in our experience, all of them want a robust and efficient delivery model. After all, little else matters if your recruiting partner can't deliver on talent.

### **It's All in the Delivery**

Delivery—AKA recruitment—is a critical way a staffing partner can add value to your recruiting process. Without an effective model, a firm won't be able to fill your requisitions. So, if you're in the market for a staffing provider, make sure they're an organization that can put more than one set of eyes on an open position to ensure you find the right candidate for the job. But be on the lookout, some staffing firms are only focused on their time-to-fill rate and will throw any consultant at you in hopes of securing a placement. This isn't a good approach for anybody: That recruiter and that firm earn themselves a bad rep, the candidate is unhappy, and worst of all, you – the client – are out money and have to reinitiate the process all over again.

### **The Differentiators**

An experienced staffing provider can deliver quality talent in a timely fashion, already having several recruitment funnels and pipelines in place before setting out to fill a req. At Planet Forward, for instance, we have networks of recruiters dedicated to forging national relationships with passive and active candidates. Proficient recruiting teams will not only spend the day responding to job orders and client requests, but are also actively building out their pipelines in multiple geographies with candidates of varying expertise and backgrounds: From Environmental Scientists to Mechanical Engineers.

The best staffing organizations will have a depth of recruiting resources coupled with a nuanced understanding of the market. When we are engaged for staffing services, we can seamlessly divert resources to find qualified candidates on your behalf. This process only becomes more efficient over time, as we deepen our understanding of your particular technology needs. We've done the work to build relationships within the Energy, Architectural & Engineering, Manufacturing, Construction, Oil & Gas, Chemical, and Environmental Services communities of talent, helping us find referrals and fill positions even faster.

# READY TO HIRE TOP TALENT?



Planet Forward is one of the most respected global staffing and recruitment companies. We provide strategic and innovative human capital solutions for our clients in the Energy, Architectural & Engineering, Manufacturing, Construction, Oil & Gas, Chemical, and Environmental sectors. At Planet Forward we utilize a team-oriented approach to deliver best value to our clients and support the critical needs of their business. Every day, all around the world, our clients depend on us to meet their evolving workforce demands.



Our Services: [theplanetforward.com/specialties](https://theplanetforward.com/specialties)



(888) 845-2539



Contact Us: [theplanetforward.com/contact-us/](https://theplanetforward.com/contact-us/)



Additional Resources: [theplanetforward.com/blog/](https://theplanetforward.com/blog/)