

Recruit and Retain

A six-part guide to hiring great employees and keeping them happy



Show Them The Way



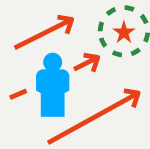
GET THE FACTS

The Research



70% OF EMPLOYEES

UNDER 25 and 60% of employees with less than one year at the company would rather have opportunities for advancement than additional training. (Source: *Quantum Workplace*)



ALMOST 1 IN 3

EMPLOYEES cited “lack of advancement opportunities” as a reason they were considering leaving their current job. (Source: *SHRM*)



82% OF EMPLOYEES

would leave their jobs if they lacked career advancement opportunities.

(Source: *PR Newswire*)

ACTION

The Game Plan

- 1 Start with the entry-level jobs at your company, and make a list of qualifications a person would need to be promoted. These could be things like:
 - ✓ Quality of work (low number of customer complaints or high satisfaction scores from their customers).
 - ✓ Professional progression (achieving a certification).
 - ✓ Leadership (taking an active role in training new employees or leading morning meetings).
- 2 The point is to create a list of measurable, attainable qualifications that help advance the organization’s mission and goals.
- 3 Then, move to the next level of the organization (crew leader, supervisor, etc.) and repeat this exercise - what type of improvement would you need to see to promote someone at this level into management? What would a manager have to show to move to a director or VP level?
- 4 The point here is that you create an objective list of attainable goals that people can look at and answer the question “What do I have to do to get promoted?” at every level across the company.

If it wasn’t already obvious,

This must be documented and shared across the organization.

Give Them Purpose



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Living on a city block with at least 11 **TREES DECREASED THE RISK** of heart-related conditions in ways similar to increasing income by \$20k or being younger. (Source: *The Washington Post*)



Having **SOMETHING TANGIBLE** to show for our work at the end of the day increases the feeling that our work is meaningful. (Source: *American Psychological Association*)



Having a sense of calling or purpose to our work is **MORE FULFILLING** than simply working to earn a paycheck. (Source: *American Psychological Association*)



Facts in a story are **20 TIMES MORE LIKELY** to be remembered than presented alone. (Source: *Harvard Business Publishing*)

ACTION

The Game Plan

- 1 Look for people to recruit who are already passionate about Nature and the natural world. Look for hunters, hikers, those who belong to the Audubon Society or Sierra Club, and people who post about Earth Day.
- 2 Also, look for people with a background in service. Waiters, customer service reps, and people who regularly volunteer in the community will likely be a good fit.
- 3 Don't forget to tell your story during the interview process - why did you get involved in the Green Industry? Why have you stayed all this time? Those human-to-human connections help!
- 4 Expose the candidates to others on your team. Consider a "ride-along" as part of the interview process, and give your team members performing the ride-along a significant degree of "say" in the new hire; they'll have insights you can't get.

PRO TIP:

Consider team dynamics. New hires are more likely to stay when they work alongside people they like and establish rapport.



A Healthy Culture

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- + Companies with a healthy culture rarely lack a pipeline of suitable candidates. *(Source: Comparably)*
- + Businesses with highly engaged employees get 100% more job applications than those with disengaged employees. *(Source: Harvard Business Review)*
- + Employees understand your company's mission and values, and it energizes them. *(Source: Fast Company)*
- + 59% of employees reported being "emotionally drained" and indicated that "stress from work was impacting their mental health." *(Source: Mental Health America's "Mind the Workplace" survey)*
- + A robust Corporate Social Responsibility (CSR) program can help reduce turnover by 50%. *(Source: Satell Institute)*



Engaged employees
**INCREASE JOB
APPLICATIONS BY**

100%

ACTION

The Game Plan

- 1 Share your company's Mission and Core Values regularly. Make sure team members know them and support them.
- 2 Allow employees to share ideas about how to improve their day-to-day, or the company's performance. Help them think through their ideas. This builds trust and loyalty, and you will likely get ideas that help your company improve performance.
- 3 Prioritize training for your team. This gives them the confidence to do their job exactly how they're expected to perform.
- 4 For better, faster results, lose annual reviews in favor of more focused quarterly reviews.
- 5 Ask for feedback. Listen to it and make adjustments as needed. Make sure your team knows they won't be penalized for being honest.
- 6 Delegate, don't hover. Trust your team to do the job the way you've trained them to do it.
- 7 Make sure you're listening to what your employees are saying. Failure to truly listen creates distrust.
- 8 Don't tolerate toxic people because "they produce."
- 9 Formalize a strong Corporate Social Responsibility (CSR) program. Get input from your workforce about projects to prioritize.

PRO TIP:

People must always come first, not business results.

Make sure you recognize your employee's growth and contributions to the team.



Employees Have Lives



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WORK-LIFE BALANCE

Allows employees to accomplish everything they need to do professionally, while also ensuring they meet all home and family obligations without burnout.

(Source: Planergy)



SIGNS OF BURNOUT

Working more overtime than usual, working weekends, and disengagement are signs of burnout.

(Source: Total Wellness)



AVOID BURNOUT

Employee burnout accounts for \$125 - \$190 billion in healthcare costs annually.

(Source: Harvard Business Review)

ACTION

The Game Plan

- 1 Don't outsell your ability to produce. Know your backlogs and how many man-hours are available for new work before bidding jobs.
- 2 Offer Paid Time Off (PTO) to your employees. If they feel obligated to come to work when they're sick, stressed, or injured, you'll have safety issues, poor performance, and disengaged employees.
- 3 Attendance policies are a tool, not a weapon. Don't beat good people up for bad attendance. Instead, find ways to help them improve.

PRO TIP: Your employees are more than just workers.

They're husbands and wives, parents and grandparents, coaches and athletes, and actors and directors in local stage companies. The people who work for you volunteer in places of worship and non-profits in your community. ***All of these other commitments are equally or more important to them.***

A Plan for Onboarding



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A good onboarding experience can **IMPROVE EMPLOYEE RETENTION BY 82%**.

(Source: Sapling HR)



Setting up meetings, planning who will train, and carefully considering team introductions **IMPROVE THE ONBOARDING EXPERIENCE**.

(Source: Fred Haskett in Snow Magazine)

ACTION

The Game Plan

- 1 **Think through all the most common questions and bottlenecks** in your new hire process, and create solutions around them.
 - ✓ Avoid dragging out the paperwork (application, I-9, etc.) by allowing them to fill these forms out electronically. Send them the links to complete this before their first day.
 - ✓ Send them training videos. Show them where they'll clock in (and how to do it), walk them through safety procedures in the yard, and give them a virtual tour of important places around the shop.
 - ✓ A personalized video introduction from their manager or supervisor welcoming them to the team goes a long way.
- 2 **Be sure to explain the company's Core Values.** Don't just review them; explain how they're practically applied to the company's day-to-day operations.
- 3 **Make sure your interview AND onboarding processes are honest** about what the daily workload will look like. Avoid underselling the responsibilities or workload because you don't want to "scare them away." It'll be worse if they feel lied to; that leads to high turnover.
- 4 **Communicate even the tiny things**, like where to park, clock in and out, and where to enter the building (if different from the main entrance).
 - ✓ Make this a practice for EVERYTHING they're asked to do. Show new hires how to properly connect a trailer, how to tie down wheelbarrows, proper chainsaw maintenance - you get the idea.
- 5 **Create a safe way for candidates to ask follow-up questions during their first week.** You'll create a ton of loyalty and get great feedback about ways to improve your onboarding process.

Pay & Benefits



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- + In 2016, nearly **60% of all safety occurrences** were fatal for Arborists. (Source: TCIA)
- + Between 2001-2017, over **18% of all injuries to landscapers** were considered “serious.” (Source: NALP)
- + **The Living Wage is different from the “poverty line”** and measures the actual cost of food, clothing, healthcare, childcare expenses, cell phone access, etc. but does NOT account for “financial means of planning for the future” like retirement. It is broken down by state and county for all 50 states, plus the District of Columbia. (Source: MIT)
- + **Retirement options were just as crucial** to employee satisfaction with their benefits package as Paid Time Off (PTO). (Source: Glassdoor)



IN 2016,
nearly 60%
of all safety occurrences
WERE FATAL
for Arborists.

ACTION

The Game Plan

- 1 You must offer wages higher than the local gas stations and fast-food restaurants.
- 2 Use The Living Wage calculator to formulate the amount of money you should be paying employees.
- 3 Offering health insurance builds employee loyalty by removing a significant stressor from your team, allowing them to focus on being as productive as possible at work. This is especially important considering the dangerous nature of Green Industry work.
- 4 Offer vacation, sick time, etc. Having a solid Paid Time Off (PTO) policy prevents illnesses from traveling through your company. It allows employees to have the necessary work/life balance to keep their focus.
- 5 Retirement plans remove an additional stressor for employees and are especially critical to recruiting higher-level talent, managers, and C-suite candidates.
- 6 Consider profit-sharing. This gives team members extra incentive to prioritize profitability and eliminate wasteful habits.
- 7 Hiring and referral bonuses incentivize your team to make referrals and new candidates to join your team.

PRO TIP: **Quit saying no one wants to work**

They do. They'd just like to get paid more than their friends who are literally flipping burgers.