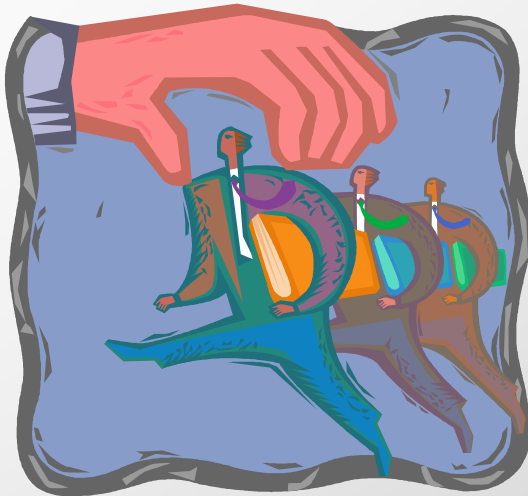




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RECRUITING RIGHT



In the concrete business, labor and concrete make up most of of your cost. Hiring the wrong person, especially to a key position, makes it costlier! You need to develop a way of hiring that will minimize this risk. Read on to find out more about recruiting the right person... [*Continue >*](#)





It is estimated that losing someone you've just hired and trained will cost you two to three times what you've just paid them, not considering the headaches and worries this will bring you. You invest time and money in the individuals you hire - they'd better be the right ones. How do you find and hire someone who has the skills and the work ethic you know is needed for your company to be competitive?

It is estimated that losing someone you've **just hired** and trained will **cost you two to three times what you've just paid them...**

ART OR SCIENCE?

Some people believe in quick decision making and apply this to their hiring decisions: their instincts guide them or they meet a candidate and have a “good feeling” about the person. Others decide because they know the candidate's family or the person is recommended by someone they know. There's nothing wrong with taking elements like these into consideration when hiring, but they can't be the only elements to guide your decision.

Some people will even completely redefine a job to suit a candidate. More often than not this won't meet your needs and can upset the balance of your existing team.

There's room for instinct in hiring, in fact it's partly an art. But gut-feeling has to be counterbalanced with a more systematic approach.





Hiring is both
a science and
an art.
Combining
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Combining both art and science will minimize your risk of hiring the wrong person. Whether you are recruiting one person or a whole crew the following basic steps apply -

- **Preparation:** “What are we looking for?”; “How will we evaluate who is the best candidate?”; “How much will we pay?”
- **Search:** “Where are the best candidates and how do we reach them?”
- **Selection:** “Which one is the best?”
- **Job offer and closing:** “What terms will we accept and how will we make the offer?”

Recruiting is no different than doing a successful concrete job - figure out what you’ll need, make a plan, and be systematic about executing it.

PREPARATION

You know what work you need to get done and that’s really all you need to know to start looking for someone, right? Well no, not really, if you want to minimize the risk of hiring the wrong person. You need to prepare right.

What are we looking for?

It all starts with a job profile and a candidate profile which capture the characteristics of the ideal person to fill the job. Your job profile will outline exactly what you want the person to be responsible for, what tasks they will perform on the team, etc. The candidate profile will create a picture of the type of person you ideally see filling this job - what skills, what character, what experience? What is key to succeed in this job?



How will we evaluate the best candidate?

You need to evaluate how well each candidate scores on the criteria that are key for the job. These criteria will come from the job profile and candidate profile you've just developed. What are the characteristics you hope the successful candidate will demonstrate?

You'll need to design a simple scorecard. A scorecard keeps everyone focused on the same job-related criteria. It helps you make objective comparisons on how well everyone did, especially when you meet many candidates, or when several of you do interviews. A simple scorecard might rate each criterion (thing you're looking for) on a scale of 1 to 5, so you can get a points total for each person you see.

How much should we pay?

Chambers of commerce, trade associations, consulting firms run regular compensation surveys that'll give you a good idea of market rates for salaries, bonuses, benefits, etc. And every time you meet with a candidate during your search, find out about their compensation structure. This will give you a good sense of the market. Don't forget what you already pay people in similar positions: you can't afford to upset your internal pay structure too much.

Other considerations

- Do I really need this new position or should I reorganize responsibilities among my team?
- Should I hire on a permanent or contract basis?
- Do I understand our local antidiscrimination laws?
- Who else will be involved in the selection of who to hire?
- Who will make the final hiring decision?





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SEARCH

Now you're clear on the job to fill, on the candidate profile, on your hiring criteria and the pay package you will offer, you start your search. Where are the good candidates? Are they already working for you, working for your competitors? Are they former employees, are they working in another part of the industry, are they just graduating from a course, leaving the armed services? Do you have a good idea where your last recruits came from?

Once you've established where they are, you need to reach them. Typical means of doing this include networking through your contacts, referrals by people already on your team, newspaper ads, job fairs, electronic job sites, etc.

Don't forget to ask your candidates how they found out about your job... this will provide you some feedback for future hiring as you grow.

SELECTION

You definitely want to...

- Review the résumé and background of each candidate
- Interview them
- Evaluate them on the scorecard you've created
- Check their references

If they don't have a résumé, ask them to fill out a simple form to show what they've done in the past, employers, education, etc. This will help you plan and carry out your interviews: these should usually be the cornerstone of your selection process.





Whether the interview is short or long, it's worth acquiring some interview skills: this is a critical step in the hiring process that you want to get right.

You want to be sure that by the end of any interview you've found out pretty quickly all you can about the candidate, and that the candidate knows what the job would entail. You absolutely don't want problems you could have anticipated once a candidate is on board.

You may also want to test the individual's abilities and preferences through skill testing, simulating workplace situations, etc. Here you must ensure that tests are job-related and unbiased. There are experts who can help with these.

A useful tool is a scorecard that evaluates how well each candidate scores on the criteria that are key for the job.

JOB OFFER AND CLOSING

At this point it is essential to check references. The best prediction of future performance is past performance, and unfortunately some people are clever at disguising an unsatisfactory or even criminal past. Make sure you check references correctly – in most jurisdictions this requires that a candidate sign a release form.

Once you are satisfied with the references, it's time to finalize the offer.





At this final stage there is some room for negotiation but no room for misunderstanding! All the details must be on the table - number of vacation days, periods when no vacations can be taken, wheels allowances, reimbursement of expenses, periods of shut down, etc.

ART AND SCIENCE COMBINED

You now have a new team-member, and it's by balancing art with a systematic approach that you can avoid investing time and money in hiring the wrong person for the job. Get it right and you have gained a great asset. Get it wrong and you have lost far more than the new salary you'll pay.

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Sherpa info

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ABOUT THE AUTHOR

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Sherpa info

SUMMIT DATE

This document reached the summit (was created) on May 2, 2005 and is based on the best information available to the Sherpa at that time. To check for updates please click here <http://www.ConcreteSherpa.com/hire>.

NAVIGATION & USER TIPS

You can move around this guide by using your mouse or keyboard arrows. Left mouse button goes to the next page, right mouse button goes to previous page. Click on the right arrow (→) for the next page and the left arrow (←) to go the previous page.

KEYBOARD SHORT CUTS

	PC	MAC
Zoom in (Larger)	[Ctrl] [+]	[⌘] [+]
Zoom out	[Ctrl] [-]	[⌘] [-]
Full screen/normal screen view	[Ctrl] [L]	[⌘] [L]

ABOUT THE CONCRETE SHERPA

The Concrete Sherpa is a team of people that represent the experience, teaching and learning of our team members and other industry leaders *on a mission to make life better for the concrete contractor*. We are an idea center striving to deliver thought provoking ideas based on “Concrete Advice for Business and Life” to stimulate you to reach new heights. As a user, you should remember to consider all information you receive, here at the Concrete Sherpa or elsewhere, not as a *cast in concrete* recommendation, but rather as an idea for you to consider and ponder.

Sherpa info

THE JOURNEY LEADING TO THE CONCRETE SHERPA PROJECT

The Concrete Sherpa Project (A [Sherpa](#) is a “guide”) was born at The Concrete Network in mid 2004. Here is how it happened:

The biggest surprise, or gift, since starting The Concrete Network in 1999 has been the concrete contractor friends from around the country we’ve made and witnessing the passion they have for what they do. These people include Dave Pettigrew, up in the San Francisco Bay Area, or the Verlennich brothers in Minnesota, or Bob Harris in Georgia, the list goes on and on. It’s quite inspiring.

We were once asked, “How are you so excited every day about concrete?” Well the answer is simple, it is impossible to not be excited about concrete when you have the job we do—interacting with hundreds of concrete contractors from every state in the country.

The thing we’ve learned about concrete contractors is that most are passionate *craftsmen*—they are often less passionate and experienced in the “office stuff”. Human nature channels us to do what we are most comfortable with; learning how to use a new saw-cutting tool is comfortable; learning and implementing a new estimating strategy, or job management tool, is not so comfortable.



Sherpa info

THE JOURNEY CONTINUES...

So Sherpa was born to provide FREE and easy to use information on topics many contractors are not too comfortable with.

- Concrete Sherpa is here to provide help to contractors who are often 'Lone Rangers' and don't have anyone to get solid business advice from.
- Concrete Sherpa is here to provide help for contractors who have to work too hard and too many hours in their business, and one day realize they need to work *on their business, not in their business*.
- Have fun with Concrete Sherpa and go faster towards reaching success than you might have on your own.
- To skeptics who think something free can't be valuable, or there must be a trick- visit Concrete Sherpa and decide for yourself.

We hope you make great use of the Concrete Sherpa and it helps you to become an awesome success for yourself, your family, your church, and your community.

VISIT THE CONCRETE SHERPA

To visit the Concrete Sherpa click here <http://www.ConcreteSherpa.com>.

