Large Firms: 500+ Employees

Roundtable Lab A: Social Media and Other Creative Recruiting Practices

1. **Have you seen a hiring uptick? If so, which disciplines and geographies?**

- Yes in CA over the past 6 months Planning

- Yes CA Architecture

- Yes Kansas City....all disciplines

- Yes - Northeast, Midwest all disciplines

- Yes - more experienced PHD's, more specialized, Central and Mid-west region. More international new hires

- More need to sponsor international hires

- Shortage of talent in the market place....how do we train to fill positions

2. **Has voluntary turnover increased? If so, what are you doing to counterbalance the spike in turnover?**

- Yes due to acquisition

- Yes - more career pathing, millenials need more attention, following glass door and looking at exit interviews

- Yes - not moving people around sooner...what they liked to do and what they can do, what the company needs.

- Develop a career lattice

- As we grow can we develop and promote at a pace to retain top talent

- Hired a group to help with employee engagement, looking at exit interviews, un-bias view and provide feedback to leadership.

- 1-1 conversations with all voluntary leaves, using survey monkey to help with exit interview questions process (10-15 minute process) 95% have completed survey

3. Are you leveraging social media as a recruitment tool? If so, how?

- 75 % using Social Media - LinkedIn, Facebook,

- Promoting events at conferences

- Developed a Social Media Task Force. Educate others about SM have more internal supporters using SM across the organization. Promote Corporate Social Responsibility. Senior leadership supports. Pay attention to Glass Door.

- The industry is a slow adopter for SM. Need to put more resources and attention into SM. Hire person with internal marketing team for a SM role or add the responsibility to marketing group.

- Staff has LinkedIn accounts great way for all to get involved and helps promote the company and recruit talent.

4. How are you engaging your employees to assist you in the hiring process (i.e., employee referral campaigns, alumni programs, internal recruitment bonuses, etc.)?

- Passive hiring, referral's - bonus for referral, increasing fee's for employee referrals, decrease in recruiting fee's

- University career fairs, have engineers speak at universities, develop an outreach program for recruiting all and women and minorities

- Managers/leaders have a requirement for hiring as part of their responsibilities

5. How are you managing your image on social media (e.g., Glassdoor)

- Get marketing group involved with recruiting process

- Rebranding initiatives to better align the organization with recruiting needs

- Leaderships responsibility to have a strong image for the company to have a positive impact on social media

6. What are you doing to recruit new grads?

- Internal programs - internships

- Summer internship programs

- Support local school programs, teach classes

- Invite university students into the organization to see cool stuff for consideration of employment

7. What other things are you doing to recruit top talent?

- Career Fairs

- Looking at other firms, if they are doing a downsizing

- Acquisitions

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Roundtable Lab B: Building a Learning Culture- Best Practices in Training and Development in the A/E/C Industry

1. **Do you budget separately for learning?**

- Less then 1/2 have a separate budget

- Request come from individual groups for $$ training budget

- Budget falls under division -- HR partners with other groups

- L&D reporting into HR has a budget for L&D

- Depends on needs and budget request's

- L&D budgets seem to be cut at times....depending on strategic needs

- During the down turn people afraid to go to training or spend $

2. **How much do you spend (approx. % of payroll dollar, or other metric)?**

- % of time for training per year 20-40 hours

- Company pays 50% and employee 50%

- 32 hours of training per year...16 of professional to your expertise/ 16 other

3. **How do you measure your training ROI?**

- We do not do this very well

- Focus groups after the session...feedback

- Number of people who have gotten certified in PM Training

- Through survey's / questionnaire

- Often intuitive

4. **What programs do you have in house? Outsourced?**

- In-house...PM, Technical Training, Sales Training, Delivery, Management Training, safety training, Risk Mgt.

- CFO with do internal Intro Financial Mgt. Training

- Outsourced: Safety, Mgt Training, Sales Training, Compliance Training

- Learning experts on staff most organizations have

- Spot light series - Take a project and highlight the successes of the project and use as a real life case study, best practices. Note the person who did the project and someone you can contact. Subject matter expert.

- Collaboration with training...a group of subject matter experts delivering the information to a group in small increments

5. **Do you have career ladders? If so, which functions/disciplines?**

- Challenges in building formal career ladders,

- Silos, run the business differently

- Some have core competencies

- Some have Grade Levels

6. **What are your top training needs for 2015-2016**

- People Management Training

- Leadership Training

- Interviewing Skills

- PM Training Internal

- E-Learning. Converting technical training into e-learning modules (internal)

- Skill Soft and Red Vector E-Learning, Pure Safety

7. How do you address training for your high potential employees?

- Top Gun new training program for entry level managers

- Leadership Development Program - Culture, maintain as we grow

- Senior Partners deliver training to more junior Hi-Pos, Scavenger Hunt for gaining knowledge of the company

- Do we let them know they are a Hi-Po or do we not tell them??