

## FROM HIRING HUSTLE TO RETENTION MUSCLE

Strengthening Your Workforce Strategy

# emissary

### WHO ARE WE?

Veteran-owned, boutique recruiting consulting firm with over 11 years specializing exclusively in the AEC industry across the country

High-touch, consultative approach to candidate identification, development, management, and delivery

Strategic alignment with internal Recruiting and HR teams to optimize selection processes and best hiring practices

### WHERE DO WE EXCEL?

1. Scalable Recruiting and Sourcing:

Dedicated extension

of internal hiring teams to flex with vacillating priorities, high volume; exclusive & focused hiring for niche and hard-to-fill roles

- *Contingency Solutions* : Risk-free, success-based hiring 2.
- *Executive Search* : Strategic approach to candidate З. development to fill key leadership positions
- Recruitment Program Development 4. : Milestone -based consulting on solutions for intentional development of long -term recruiting strategy

#### emissary We build the teams that build America. **Streamline Your** Attract & Retain **Stay Competitive** Top Talent **Hiring Process** Eliminate the hassle of Minimize turnover and maximize ROI by making the sourcing, screening, and interviewing unqualified right hires the first time. candidates. candidates across the country. Who we are: How we can help: A nationally recognized recruiting consulting firm focused exclusively in the including critical & hard-to-fill roles AEC industry with over 11 years of experience providing high-touch, customized recruitment solutions and selection process consulting to help AEC business growth firms nationwide secure and retain top talent in a competitive market. optimize recruitment Contact Us jswarengin@emissarysearch.com

Allow us to be your Emissary by positioning your firm as an employer of choice to our exclusive network of passive

- · Exclusive, dedicated searches for any role,
- Risk-free, success-based hiring to quickly fill urgent positions at all levels of the organization
- Strategic leadership placements to drive
- Long-term hiring strategy consulting to

479.312.7024

www.emissarysearch.com







#### ACCURACY

Our candidate accuracy builds trust and credibility with our clients.

#### EVALUATING POTENTIAL RECRUITING PARTNERS

#### INDUSTRY SPECIALIZATION

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- Do they specialize in AEC?
  Do they understand the industry?
  Are they familiar with AEC jargon?
  Do they have experience with hard-to-fill roles and/or highly specialized skillsets?
- Do they have experience working with similar firms/roles?

#### RECRUITMENT METHODOLOGY

- What is their sourcing methodology?
  - (passive sourcing, job boards, professional networks, etc.)
- What is their candidate development process?
  - (approaching and screening methodology)
- O What is included in their
- candidate presentations?
- How do they represent our firm to
- prospective candidates?

#### RECRUITMENT MODEL



- What services do they offer?
- Do the services provided align well with the engagement types they offer?
- O Does their fee structure align with our expectations and budget?
- Are their recruiters dedicated to our firm/role(s), or are they working multiple roles simultaneously?





- How frequently do we receive updates?
- What does collaboration look like between our firms?
- What are the expectations for hiring managers' involvement?

ADDTIONAL NOTES/QUESTIONS



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#### INTEGRITY

Every engagement is built upon our values, not upon our personal gain. Our actions live up to our words.



#### VALUE

Our commitment to every client is that our performance on your behalf will always exceed our cost.

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## WHAT'S HAPPENING IN AEC TODAY?

- Economic factors
- Proposal activity
- Broad salary increases
  - Rising firm values
- Technological advancement
- Labor shortages and skills gaps
  - Available Talent Pool











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# What do you think is the biggest challenge your firm faces in recruiting?

(i) The <u>Slido app</u> must be installed on every computer you're presenting from





1 in 3

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## AEC firms say recruiting and retention are among their chief business concerns.

#### Stambaugh Ness – 2024 AEC Industry **Insights Report**

Free report with key workforce, financial, and operational insights SN AEC Resource Hub (for webinars, whitepapers, tools) https://www.stambaughness.com/blog/new-sn-researrch-shedslight-state-aec-industry-heading-2024/

#### PSMJ Resources – 2024 Benchmarking & **Compensation Reports**

A/E Financial Performance Benchmark Survey, Staff Salary Reports, and more

PSMJ Main Store (books, bootcamps, M&A guides, etc.) https://store.psmj.com/collections/benchmaark-surveys

#### Zweig Group – 2024 AEC Industry Reports

2024 Recruitment & Retention Report Zwelg Group Publications (including compensation, ownership, and financial data) https://zweiggroup.com/products/2024-recruitment-retention-report







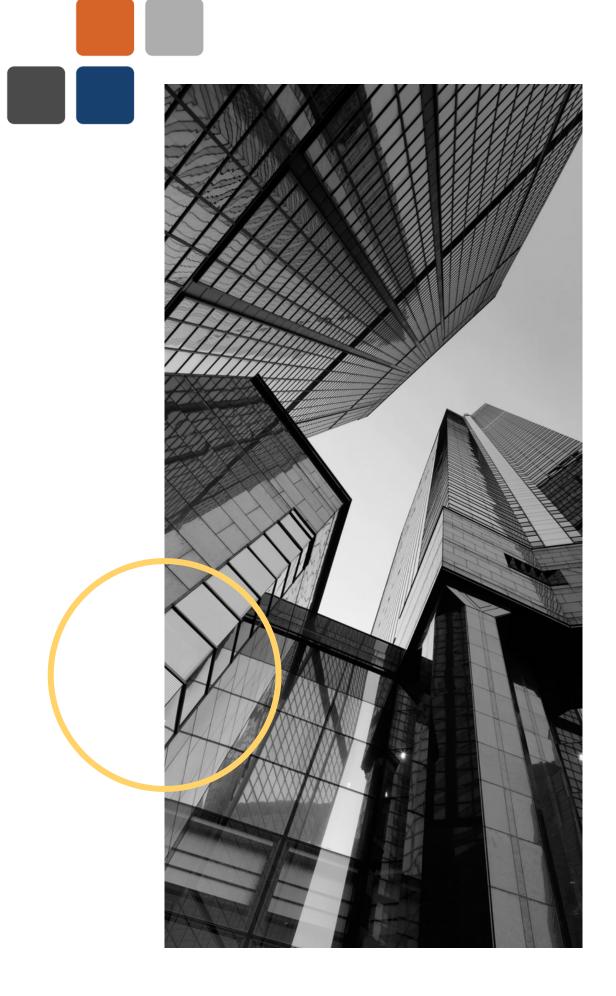
...project delays and missed deadlines, cost overruns, client dissa tisfa ction reduced profita bility, reliance on outsourcing and technology, decreased technical proficiencies, declining quality of work, and

precarious firm health and longevity.

## SO, HOW DO WE GET AHEAD?

Invest in Recruiting and Retention Strategies that work!

HR spending increased from 1.3% → 1.6% of Net Service Revenue (NSR) from 2023 to 2024



## **DITCH THE HIRING** HUSTLE AND BUILD YOUR **R&R MUSCLE**

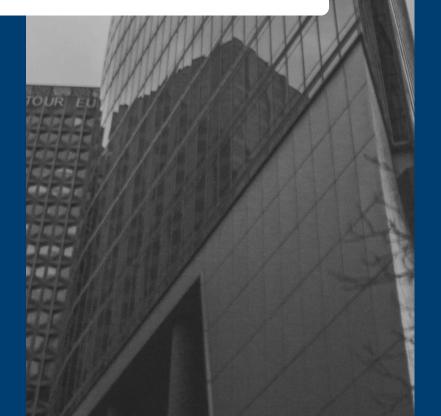
#### STOP HIRING REACTIVELY AND START RETAINING PROACTIVELY.

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of firms a ren't using an employee referralprogram.



## WORD OF MOUTH: EMPLOYEE **REFERRAL PROGRAMS INCENTIVIZE YOUR EMPLOYEES TO RECRUIT AND REFER TOP** TALENT FROM THEIR INDIVIDUAL NETWORKS.

#### Why this matters:

- Reduced recruitment costs lead to more cost -effective hiring
- Faster TTF: candidates come pre-vetted by your team and are more likely to accept an offer
- Better culture fit: employees' referrals are typically people they'd vouch for

#### What you can do:



Make referrals rewarding.



Keep it simple and visible.



Track process and make data - driven adjustments as necessary.



# What innovative ideas do you have to enhance employee referral programs?

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### NPMI increased from $15.8 \rightarrow 20.9$ (Q12023 - Q12024)



## **PROPOSAL PREDICTIONS: A** HIRING FORECAST **USE PROPOSAL ACTIVITY AS A LEADING INDICATOR TO** FORECAST WORKFORCE DEMAND.

### Why this matters:

- More proposals out = more chances to win work
- Plan ahead or be understa ffed
- Proactive hiring = lowercosts, greater ability to be selective when hiring , and smoother onboarding

### What you can do:

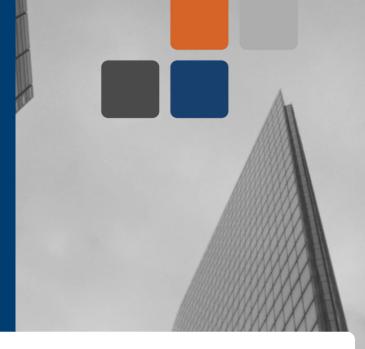


- Establish a robust BD tracking system.
- Continuously build your ta lent pipelines.
- Rolling workforce
  - forecasting by a djusting hiring

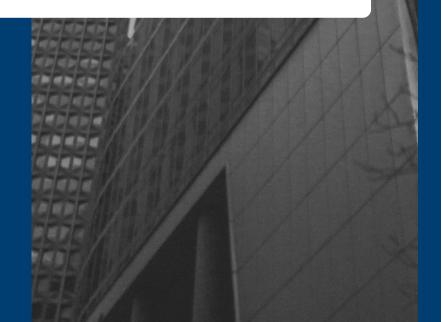


strategy to proposal

conversion rate..



AEC employers report candidates disappearing during the hiring process.



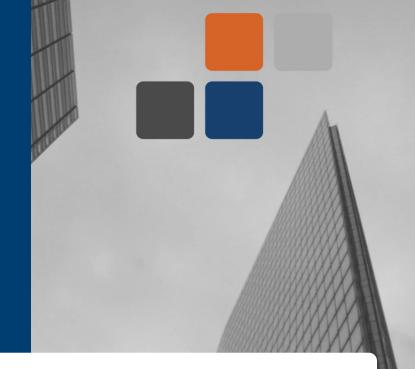
### THE SPOOKY TRUTH: **CANDIDATE GHOSTING ADOPT A SELECTION PROCESS THAT KEEPS CANDIDATES** ENGAGED AND EXCITED.

### Why this matters:

- Wasted time and resources
- Employer brand at risk
- The Ripple Effect: Compounding loss of productivity a cross the firm
- Most firms don't recognize ghosting as a symptom of poor candidate experience

### What you can do:

- Speed up the hiring process and benchmark your process against your competitors.
- Communicate transparently.
- Reengage.



HR professionals report their organization to have significant skills gaps.

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### **SKILLS: GROW INTO THE GAP BUILD LONG-TERM WORKFORCE STRATEGIES THAT** EMPHASIZE TRAINING, MENTORSHIP, UPSKILLING, AND

**NETWORK EXPANSION.** 

#### Why this matters:

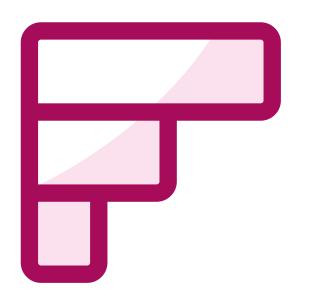
- Finding talent with the perfect skillset is unrealistic.
- Without upskilling, firms risk continued progress, productivity, and innovation.
- It's more feasible and cost-effective to hire based on potential and willingness to learn over experience.

### What you can do:



Invest in internal development Strengthen industry partnerships Use a skills gap assessment to discern which roles require additional structured upskilling

plans.



# Rank these strategies in order of effectiveness for improving retention:

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of AEC firms report challenges with voluntary turnover.



### THE COST OF LOSS RETAIN TOP TALENT THROUGH EMPLOYEE ENGAGEMENT, CAREER PATHING, COMPETITIVE COMPENSATION, AND MEANINGFUL WORK.

#### Why this matters:

- Replacing an employee costs 50%-150% of their salary within the first 6-12 months of separation.
- Disruption of projects and teams
- Loss of firm knowledge
- Retention is directly and positively correlated with profitability.

### What you can do:



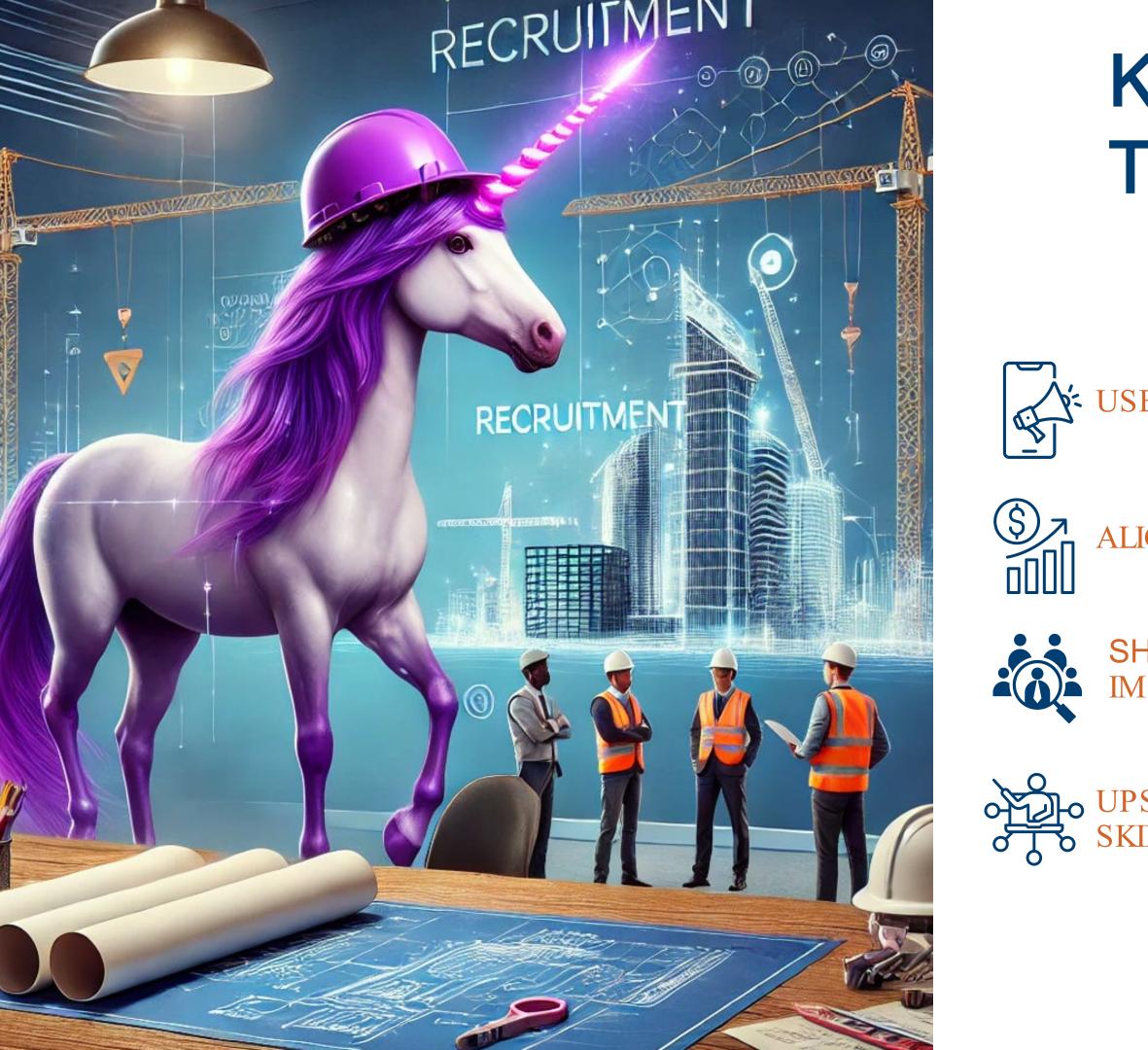
Gather feedback by conducting "Stay Interviews."



Make career growth and internal mobility a priority.



Strengthen company culture and benefits, through performance recognition, strong leadership, flexibility, and work-life balance.





### USE EMPLOYEE REFERRAL PROGRAMS

ALIGN HIRING WITH PROPOSAL PIPELINE

SHORE UP SELECTION PROCESS AND IMPROVE CANDIDATE EXPERIENCE

UPSKILL AND MENTOR TO CLOSE THE SKILLS GAP

"YOU DON'T BUILD A **BUSINESS - YOU BUILD** PEOPLE, AND THE PEOPLE **BUILD THE BUSINESS."** 

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# THANK YOU!



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