

**How to Find, Attract and Keep the Best Employees  
for Your Green Industry Company  
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**Part A: Understanding the Problem**

1. In the Hindsight™ Green Industry Benchmark Report their surveyors asked green industry businesses this question, “How hard is it to find good employees?”

- \_\_\_\_\_ % Very difficult-We have a hard time finding good employees.  
 \_\_\_\_\_ % Somewhat difficult-We sometimes find good employees.  
 \_\_\_\_\_ % Somewhat easy-Most of the time we find good employees.  
 \_\_\_\_\_ % Very easy-We don't have a problem finding employees.

2. Questions to ask:

- a. Where are we now? How bad is it?
- b. Why are we even doing these jobs?
- c. Can we do any of these jobs differently?
- d. Can we outsource or eliminate any of these jobs?
- e. Can we divide the job up among several of the people already on staff?
- f. Can we use technology to do any or all of these jobs?
- g. Can we purchase and use equipment to reduce the number of people to do these jobs?

3. More questions to ask:

- a. What are we doing now to recruit assistant foremen, foremen and front line workers?
- b. Is our website user friendly for potential applicants?
- c. What is our UEP (Unique Employment Proposition)?
- d. What do we offer that our competitors do not?

4. The ten top reasons why a star performer should come to work for our company. Exercise

5. Do a spread sheet to compare your company with your competitors. Ask your employees who worked elsewhere for their input and ideas.

6. Things to consider:

- How hard is it to apply to our company? How complicated is the application itself?  
 How many channels are we using to make it easy for someone to apply?  
 Can they walk in the door to apply? Between which hours?  
 Can they apply online through our website?  
 Can they email or fax us a resume or a completed application?

**Part B: Exploring Some Solutions**

1. In every problem there is an \_\_\_\_\_.

2. Jeffrey Scott a leading business Green Industry expert offers these suggestions on how to solve the problem of hiring the best people.

- a. Make your company an \_\_\_\_\_ place to work and word will get out.
- b. Maintain \_\_\_\_\_ hours.
- c. Provide \_\_\_\_\_ pay.
- d. Give \_\_\_\_\_ and \_\_\_\_\_ bonuses.
- e. No \_\_\_\_\_.

3. Above all make it \_\_\_\_\_ to work at your company.  
a fun work environment with parties and gatherings between all the hard work.
4. Apply for \_\_\_\_\_ to work awards. Discussion
5. Run a \_\_\_\_\_ company.

### Part C: Internal Strategies

1. Tap into the \_\_\_\_\_ of your employees, vendors and even clients to reach future workers.
- 2a. Train and Retain. Work harder at \_\_\_\_\_ your present employees. Provide the kind of training that will make them more \_\_\_\_\_ to your company and themselves.
  - b. According to the 2017 Hindsite™ Green Industry Report Training does \_\_\_\_\_.
3. Create a \_\_\_\_\_ to show people a clear path on how they can grow, develop and earn more money by working at your company.
4. Show you really \_\_\_\_\_ your existing employees.
5. Make sure your organizational values, \_\_\_\_\_, and new employee \_\_\_\_\_ program support an environment that demonstrates how valuable your employees are to your company.
6. Show that you really \_\_\_\_\_ about your employees and managers.
  - a. Hang \_\_\_\_\_ of them in the lobby of your office and post them on your \_\_\_\_\_.
  - b. Make it a point to remember the \_\_\_\_\_ of your employees. Have mini celebrations on a regular basis.
  - c. Remember, the work place for most people is a \_\_\_\_\_.
  - d. Create an environment where they \_\_\_\_\_ to be.
7. Use \_\_\_\_\_ assessments with your employees.

### Part D: 7 External Strategies

1. Social Networking Sites. Networking sites like \_\_\_\_\_ and \_\_\_\_\_ are places you can get the word out to many people instantly.
2. Look in \_\_\_\_\_ places.
3. \_\_\_\_\_ institutions. Explore local high schools, community colleges or universities. The key is to make a solid contact with an \_\_\_\_\_ within the organization who can be a point of two way contact to communicate your job hiring needs.

4. Use \_\_\_\_\_ from these sources.
5. Contact local \_\_\_\_\_.
6. Post a \_\_\_\_\_ in your lobby or in front of your building.
7. Be \_\_\_\_\_ use phrases such as, "We are always looking for bright and enthusiastic people to join our team." "Come to earn and learn".
8. Recruit through \_\_\_\_\_. Put your ads where they will see them.
9. Another often overlooked, source of recruits is \_\_\_\_\_. They have groups in almost every community.

**Part E: More Tips**

1. Do not expect candidates to come \_\_\_\_\_ made.
2. \_\_\_\_\_ on quality not quantity.
3. Design your job ads to eliminate \_\_\_\_\_ candidates.
4. Post your jobs on job websites like: Craigslist.com, Monster.com, Beyond.com, EBay Classifieds and others.
5. \_\_\_\_\_ sharp employees who are working for non - competitive businesses.
6. Make it \_\_\_\_\_ for potential employees to apply.
7. A section of your website titled " \_\_\_\_\_ " should be located on the menu bar of your homepage.
8. When it comes to overcoming a labor shortage, [Mel Kleiman](#) offers these recommendations:
  - a. Always be \_\_\_\_\_.
  - b. Keep " \_\_\_\_\_ " information on your trucks, storefront, website, invoice document and estimates.
  - c. Offer \_\_\_\_\_ hiring interviews \_\_\_\_\_.
  - d. Install a 24 hour job \_\_\_\_\_.
9. Reconsider \_\_\_\_\_ some of your best employees who have expressed a sincere interest in wanting to come back to work for you.
10. Hire \_\_\_\_\_ aged employees.

**Part F: The Art of Retaining the Best**

1. \_\_\_\_\_ your training, be honest about what you are really offering to your new hires and ask them how it can be improved.
2. Training doesn't have to be \_\_\_\_\_.
3. Stop C \_\_\_\_\_, C \_\_\_\_\_ and \_\_\_\_\_.
4. Keep track what is working and continually \_\_\_\_\_ it.
5. Hire people with the right \_\_\_\_\_, then train them.
6. Apply the Law of Three:
  - Interview at least three \_\_\_\_\_ for any job.
  - Interview the candidate \_\_\_\_\_ at least 3 times.
  - Interview the person in at least three \_\_\_\_\_, each interview should be at a different time of the day.
7. Have three of your \_\_\_\_\_ also interview final candidates one time.
8. Use a \_\_\_\_\_ assessment with the finalists for any position.
9. Hire \_\_\_\_\_ and \_\_\_\_\_.
10. Whenever possible, specify that he or she will be on a \_\_\_\_\_ probation or trial period.
11. Provide and communicate the framework for a new hire to earn \_\_\_\_\_.
12. Finding suitable candidates: You need to generate a sufficient number of suitable candidates from which to choose. If you do not generate enough quality candidates to choose from, \_\_\_\_\_ the job.
13. If you are having a very difficult time finding and hiring the right person it could be because:
  - a. The position is too \_\_\_\_\_ and \_\_\_\_\_ for anyone remotely interested.
  - b. You are not \_\_\_\_\_ for the job.
  - c. Both \_\_\_\_\_.
14. Plan the interviewing process and the interviewing sequences in \_\_\_\_\_, before you meet with the first candidate.
15. Write out and follow a logical \_\_\_\_\_ in the interview.

16. Put the candidate at ease by telling him or her that this is just an \_\_\_\_\_ interview.
17. Remember, past \_\_\_\_\_ is the very best predictor of what the candidate is likely to do in the future.
18. Hire based on proven past \_\_\_\_\_ only.
19. Do not expect to hire and train an \_\_\_\_\_ person for a new and important job. This is high-risk policy for any but the largest and richest companies.
20. Checking resumes and references is an \_\_\_\_\_ part of the hiring process.
21. Call the last three places the person worked and ask the owner the question "Would you \_\_\_\_\_ again?" This is a legal question and the person's response will tell you much more than any letter of reference.
22. Resumes: Look for simplicity, honesty. Focus on accomplishments and achievements. Check references by \_\_\_\_\_, asking about strengths and accomplishments, and any weaknesses the candidate might have.
23. Most resumes today are \_\_\_\_\_ and can be misleading.
- 24 You can always ask, "Is there \_\_\_\_\_ I should know?"
25. Start the person at lower than requested but agree to increase his or her salary within 60 - 90 days, based on \_\_\_\_\_.
26. Don't be afraid to \_\_\_\_\_ for talented people (you get what you pay for).
27. Use an employee \_\_\_\_\_ to help you find and hire the best employees.
28. Create a Career Ladder book.  
<https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/developingemployeecareerpathsandladders.aspx>
29. Start them off strong: New employees require a " \_\_\_\_\_ " approach to the new job.

30. Have an established \_\_\_\_\_ process. Introduce the new employee around. \_\_\_\_\_ him or her with the company.

31. At the beginning either you or someone else should spend \_\_\_\_\_ with him or her.

32. Future performance is significantly improved when a new employee is \_\_\_\_\_.

33. Give him or her lots to do: Work overload makes the job \_\_\_\_\_.

34. Create an incentive system that rewards \_\_\_\_\_.

35. Make sure there is opportunity to \_\_\_\_\_ and if possible move up.

36. Use an employee \_\_\_\_\_.

37. Conduct \_\_\_\_\_ employee training.

The best idea you learned and will use is:

\_\_\_\_\_

### Resources

1. How to Hire and Keep the Best People - Brian Tracy
2. Making Service Count – Tom Borg
3. Destination Company – Jeffrey Scott
4. [101 Top Tips, Tools & Techniques to Attract Top Talent – Mel Kleiman](#)
5. Career Crossroads Source of Hire- Mark Mehler
6. [Hindsight Software 2017 Green Industry Survey](#)

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