Effective Interviewing and Hiring Practices

✓ Hold referrals contests; employees can earn points and awards for prizes – including really major incentives like a cruise; make it easy, put applications online
✓ Make it easy for employees to get to work; give employees a vehicle to pick people up for work
✓ Create a company awards program where people can recommend other employees for awards; make it a group culture activity

Women in Landscape

✓ Work on the basics to attract women – access to bathrooms, composting toilets in trucks, appropriately fitting work uniforms and safety equipment specially designed for women
✓ Idea: work with vendors at the association level to source uniforms and equipment more cheaply
✓ Create diversity and inclusion training – anti-bullying, sexual harassment, inclusive culture training needed
✓ Narrow your focus when it comes to your goals for more women in your workplace; look at one position where you would like to see more women (such as increasing the number of female branch managers)

Creating a Presence at Workforce Development Boards

✓ The biggest reason to join a local workforce board is that it puts you in a room with like-minded employers who have similar issues with recruiting
✓ You build a close relationship with the staff at the workforce board
✓ There is a consistent flow of candidates from the workforce board plus you can connect with teachers and others in your community who can help supply candidates
✓ It brands you within your community

Effective Messaging About the Profession

✓ Social media: there is an overall feeling that Facebook is in decline; Snapchat and TikTok are opportunities for the younger gen; Instagram is a great platform because it is so visual; consider tagging clients and showing before and after photos on Instagram; tag employees and promote accomplishments
✓ Advertising based on healthy outdoor lifestyle and the social-psychological benefits of working outside in the landscape are effective for recruiting
Messaging to high schoolers: many want to do meaningful, impactful work; talk about environmental benefits; Generation Z cares about their brand; highlighting the positive impact is an important aspect of promoting careers within that group

Partnering with Local FFA Chapters

✓ Understand why you want to target FFA students: they have strong value systems and great soft skills; our industry is a good match for that skillset
✓ Focus on educating the educators as you start to reach out; help the teachers who are stretched thin
✓ Provide a hands-on experience for these students
✓ Remember to target parents in your messaging; invite them to see for themselves

Launching the Landscape Management Apprenticeship Program

✓ Step #1 – enroll your company on the Apprenticeship Program on the NALP website ($500 for NALP members)
✓ NALP will do a lot of the work for you and will work through the red-tape
✓ The apprentice gets 14 credit hours that they can use for school – think about how to feature that in job descriptions

How to Work with Local Schools

✓ It takes a lot of work to get involved with the schools, but you will see benefits
✓ Once you get involved, you need to be strategic about how you want to recruit
✓ Provide real-world experience to the students
✓ Approach it as “no assumptions training” – consider the fact that the students no nothing about the work
✓ Work with partners to donate materials for training
✓ The Association is better suited to promote the careers to the youngest age groups whereas companies will benefit more from recruiting to high school students

The Best Idea I Ever Had for Recruiting

✓ Awarding points for referrals based on how far a candidate gets in the hiring process
✓ Rewards can be creative – money, lunches, days off, etc.
✓ Use a team structure for referral reward systems – teams of employees can recruit and be rewarded together
✓ When getting involved with job fairs – be targeted and think about hosting a career day at your company; find resources to host a career day on landscapeindustrycareers.org - https://www.landscapeindustrycareers.org/education/landscape-career-day/
✓ Have to have a good balance between focusing on recruitment and retention; the better retention you have, the less you have to recruit

Creating a Company Culture that Welcomes Employees from Day One

✓ Create a culture that welcomes a new team member and puts them first
✓ Assign a mentor to a new employee from day one
✓ Conduct anonymous employee surveys to get real-world feedback
 ✓ Create a culture of celebrations and awards; recognize employees on social media; promote milestones on screens in the crew rooms
 ✓ Little things are important with onboarding like reminding employees to bring lunch and letting them ride shotgun

**Career Laddering**

 ✓ Make sure you have a career ladder that is visible to prospects and staff
 ✓ Understand how different people want to advance; not everyone progresses on a set path; some people don’t want to be promoted to a different type of job
 ✓ In employee reviews, find ways to document and monitor core competencies; look at overall trends of how people are doing

**Move Over Millennials – It’s All About Gen Z**

 ✓ Gen Z employees are born around 1998 or later
 ✓ Recruit this group early; they are open to jobs right after high school like apprenticeship programs
 ✓ They want clear growth paths
 ✓ They want to understand the impact of what they are doing; how are they impacting the environment
 ✓ They don’t see the diversity problems that older generations do; they are very inclusive
 ✓ Texting in the workplace is very normal for them

**The Future of Work**

 ✓ How is the industry going to embrace technology to solve workforce issue
 ✓ Think about how you are messaging what you do; students are interested in “*environmental resource management*” – not landscape management
 ✓ What do we do? We make people feel good - that resonates with youth.
 ✓ You need to have a culture that will attract the right types of staff. Your future employees might not be the traditional horticulturalists. They might be tech-savvy, young, and passionate people – look to incorporate them.
 ✓ Embrace robotics and other new technologies
 ✓ The hourly employee may go by the wayside; there might be a different demographic of staff – more tech-savvy people managing technology resources.

**Workforce Development Grab Bag**

 ✓ Need more standards in the industry; what is the ability to enforce standards and hold people to a higher standard
 ✓ Bad actors make the industry look bad; need to promote standards to professionalize the field
 ✓ Treat staff as professionals
 ✓ The industry needs to be speaking with the same voice