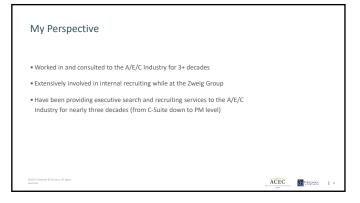
RECRUITING BEST PRACTICES IN A CANDIDATES' MARKET

May 15, 2025





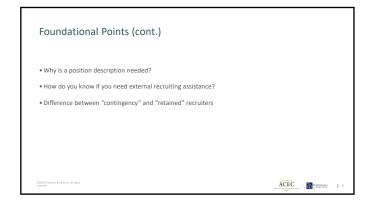
Foundational Points

• Is it still a candidate's market?

• Why do recruiting professionals get a bad wrap? (Group discussion)

- Biggest weakness I see in A/E/C firms' recruiting efforts is a lack of proactiveness and "professional tenacity"
- The "Posting Panacea": Why is posting necessary, but not sufficient?

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GETTING YOUR DUCKS IN A ROW

Position Description

Should view as a marketing document

Don't make too lengthy—but include "softer" information like culture

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Talking Points/Pitching Angles
Rationale for search
Firm background/services
• Culture
Marquee clients/projects
Differentiators
• Firm's greatest challenges (candidates can sense a "sales job"-candor goes a long way!)
Advancement opportunities
EDEETAINAME & Ranna &

Interview Guide		
• Don't forget these questions: - What was your reaction to the position description?		
- Are you familiar with our firm? If yes, what are your perceptions?		
- Why did you leave your previous positions (walk through their most recent employers)?		
- What do you like most about your current firm/role?		
- What do you like least about your current firm/role?		
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The Interview Guide (cont.)

- Why do you believe you'd be an asset to our firm?
- What are your areas for greatest professional growth?
- What is your philosophy/approach towards mentoring/professional and leadership development? (For managerial/leadership roles)
- Tell me more about your job search (what exactly do we want to tease out??)
- What salary range would cause you to stand up and take notice?
- Are you an owner? If yes, do you have a non-compete?
- Tell me more about any timing constraints (e.g., waiting for bonus; wanting to wrap up a project; how much notice to provide employer)

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The Interview Guide (cont.)

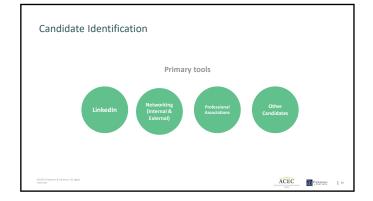
- What to suss out for seller-doer roles:
- Involvement in BD (maintenance vs. new)Participation in client-facing professional associations
- Talks to client-facing groups
- Dissemination of thought leadership content
- Involvement in RFQ/RFP responses
- Participation in shortlist presentations
- "Please provide an example of when you nurtured a prospective
- client into a loyal advocate. How did you go about doing this?"

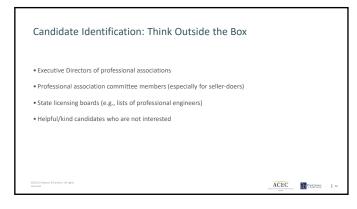
- (Their LinkedIn profile is a good indicator)

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CANDIDATE IDENTIFICATION

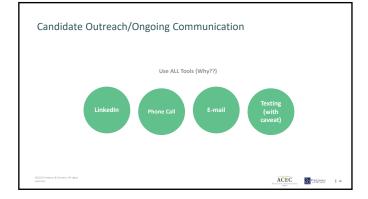
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Candidate Outreach Tips

• Create a script to be used when leaving messages and reaching out over LinkedIn (see Rich's sample)

Implications of a hybrid working environment on candidate outreach

What should be the cadence of outreach?

- Outreach #1: Phone message followed by LinkedIn message
- Wait 7-10 business days
- Outreach #2: Rinse and repeat
- What if a candidate responds with interest (even if just curiosity)?

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Candidate Outreach Tips (cont.)

• Strategies for avoiding the "gatekeeper"

• Hint: Try calling in the evening to access employee directory

Communicating with Candidates: LinkedIn Tips			
Communicating within LinkedIn can be confusing and frustrating—why?			
 Upgrade to LinkedIn Premium—but prudently: Choose correct package—don't have to pay for LI Recruiter 			
• If a candidate responds with interest, move communications to phone/text/e-ma	ail		
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Communicating with Candidates: Additional Tips

Stick to your word

- Avoid unnecessary gaps of time between communication:
 In absence of data, candidates will "write their own story"
- Other firms may enter the mix

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Interview Process: Initial Phone Screening			
Determine in advance which questions are most important to ask			
• Determine in advance whether to request resume (judgement call)			
Disarm candidate by sharing as much background information as possible (conve- must be 2-way street)	rsation		
How to handle the salary/comp discussion:			
 Know your state laws! 			
Know which questions are off limits			
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Interview Process: After Phone Screening

- Design process in advance (round 1 virtual vs. in-person/duration/participants; subsequent round(s))
- Send appropriate background information to interview team (e.g., candidate profile if working with third party; resume, LinkedIn profile)
- Determine interviewer make-up/pairings—be mindful of appearance of "ganging up"
- May want to divvy up topics among interviewers
- Debrief candidate after each round (why?)

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Candidate Debriefing After Each Round

Stock solid questions to ask:

- How did it go?
- What were your impressions of Person A, etc. and the firm overall?
- How has your interest level changed after this meeting?
- What new questions or concerns arose after this meeting?
- Please update me on your job search.

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OTHER FINAL STEPS

Final Steps (cont.)

• Reference checks: Words of wisdom

- Crafting a competitive offer-tools at your disposal include:
- Signing bonus
- Retention bonus - PTO

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- Flexible working arrangements (greatly dependent on position/role)
- Candidate perks

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RED FLAGS/QUESTIONS I'M ASKED THE MOST

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Red Flags

• Candidate focus early and primarily on salary

- History of job-hopping (but times have changed/generational differences)
- Mercurial candidate communication frequency/styles (lower levels can be particularly mercurial)
- Candidates not following directions
- Candidates being late for scheduled phone calls/interviews
- LinkedIn profile caveats:
- Beware that not everyone who is licensed includes that in their profile

Other Questions I'm Asked

• What's the story with non-competes?

 \bullet What's the story with personality tests as part of the recruiting process (PI, Hogan Assessment, DISC, MBTI)?

How do you tease out "tire-kickers"/those who are just curious?

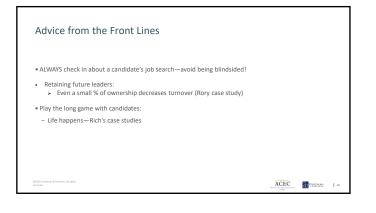
• How do you handle the "salary dance"? (i.e., the exchange of information—including your salary range)

 \bullet Do you have a rule of thumb for "candidate yield" based on the initial target list?

• Is it "ethical" to recruit from competitors?

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Recruiting and Retaining Staff in a Candidates' Market: One F	Firm's Story		
With nearly every A/E frm in existence desperate to add technical staff, a strategic approach to reorummert and resention can be the difference between winning and loging in the battle for taker. In this issue of TAP Prodman Frie,	Search Q		
reletion can be the otherence between writing and losing in the data bet clared, in this stude of the internative, we examine how the Point Comparing, a 25 person, multifications escience and engineering company, has been able to keep its turnover percentage low and its hiring success table high across its 28 locations.	Categories	•	
Can an interview Be "Enjoyable"?	> Business Development (48)		
Jobseekers will tell you that the interview process can be one of the most nerve-wracking experiences that a human one orders. According to produce the experiment operation from UDI 1995 of interpretation have preprinted according to produce the experiment operation.	> Business Strategy (41)		
Lobsekers will ref you that the inneriew process can be one of the most nerve-wasking experiences that a human as endore. According to employment consulting from 200° SNL of pib considered have experienced anxiety violated to their interview.	> Case Studies (30)		
And why wouldn't they? Strangers firing questions at you that you may or may not be able to intelligently answer. Doubte switches in your based in this the sink if for me? Whet's the sales? Are the basedie appell What you the papels	> Leadership (17)		
can endure. According to employment consulting from JDIP, YDIs of job candidates have experienced anxiety related to their insterview.	> Market/Client Research (14)		
common endotrons. How can a firm overcome a candidate's apprehension enough to allow their true personality and professional	> Marketing & Branding (18)		
capabilities to shine through? Al Foth (sounds like "both"), the hiring process is extensive, with multiple members (Foth's term for engineee) across the organization participation and webling in on the candidate's suitability. Vet.	> Recruiting & Retaining Talent (16)		

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