

Selling people on joining you

Mark Zweig provides 10 tips how to treat potential new employees right.



Mark
Zweig

EDITORIAL

The best people may NOT want to make a change. They have been convinced by a good recruiter to take a look at your opportunity with an open mind. That doesn't mean they are necessarily committed to leaving their current employers.

One of the things we do at ZweigWhite is a limited amount of executive search consulting. Most people don't really understand that. They think it means we help people get jobs – that we “place” people in companies.

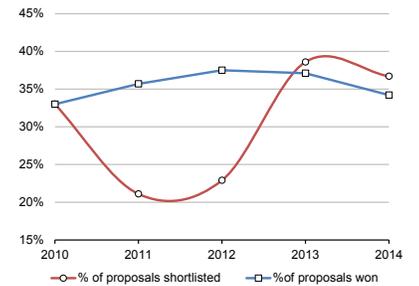
Nothing could be further from the truth. The companies that hire us to find someone who can fill a critical opening aren't interested in seeing the best of the unemployed or soon to be unemployed. They tell us that they want someone who is truly outstanding and who can make a difference in their firms.

But then when it comes to how to treat these candidates – once identified – many of these same firms stumble, fumble, and trip their way to an actual hire because they don't understand that recruiting is selling! Here are a few of the things that companies could do better. Some of these may seem silly to you but trust me, they all contribute to a higher offer acceptance rate and start rate:

1) Arranging for pickup and delivery of out-of-town candidates from the airport. Do you want someone you are trying to induce to make a change to get a bad cab ride – maybe one where the

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TRENDLINES Not on the list



A/E/P and environmental consulting firms report a decrease in proposals shortlisted and in proposals won this year, according to the 2014 Marketing Survey. This year, the median percentage of proposals shortlisted decreased to 36.7 percent from 38.6 percent last year. This is following a gradual increase from 22.9 percent in 2012 and 21.1 percent in 2011. Meanwhile, the percentage of proposals won also dropped slightly to 34.2 percent this year from 37.1 percent in 2013. At a low of 33 percent in 2010, this number rose to 35.7 percent in 2011 and to 37.5 percent in 2012.

– Margot Suydam, Director, Research

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driver gets lost, or where the car has no air conditioning, or the cab smells from the drunk passenger who puked in it two hours before? I don't. I pick up or arrange for pick up.

2) Controlling the route to and from the airport. Over 30 years ago, when I lived and worked in Memphis, I was very sensitive to this. You had two choices when it came to the airport. Go through a horrible blighted area... or take the long route through beautiful suburbs. I chose the latter.

3) Having a video or other presentation that sells the company and the area. A nice little show can be very helpful in showing what makes the company a great place to work. I find most people working in firms cannot articulate this.

4) Getting realtors involved EARLY in the process. They can be your best intel into what the candidate is really thinking about a potential job change. Use them!

5) Talking to the spouse of the candidate to learn about his/her questions or concerns about a potential move. You cannot and should not ignore spouses. Get their numbers and arrange a call with them for anyone you

are getting serious about trying to hire.

6) Arranging meetings at a school or schools for parents of children with special needs. Finding a school can be a deal-breaker or a deal-maker when it comes to hiring. Probe and then HELP the candidate (and his or her family) get the information they need to put this issue to bed.

7) Making sure the candidate is treated well during every meeting. We just had a candidate – one we actively recruited – be treated poorly by our A/E firm client. Even though it was a local interview, they ignored the time constraints the candidate told them she had for the meeting and also put her in a waiting room with other job candidates who were there actively seeking new jobs. Not the good first impression we and they wanted to create.

8) Stop asking and obsessing about why the candidate wants to make a change. The best people may NOT want to make a change. They have been convinced by a good recruiter to take a look at your opportunity with an open mind. That doesn't mean they are necessarily committed to leaving their current employers. Don't make the candidate feel uncomfortable by latching

onto to this topic and not letting go.

9) Making sure that all interviews start – and end – on a high note. When you have someone who is not a great interviewer/seller, you better make sure he or she is not the first or last individual a job seeker interacts with.

10) If an offer is to be made, not delaying that endlessly. Time is your enemy. The longer you delay making a job offer to someone you think you want to hire, the harder it will be to get him/her to accept once you do.

Last bit of advice. If you do work with an outside recruiter, do NOT cut them out of the process at any stage along the way. Some companies want to do this, but it's a mistake. Having someone who can debrief the candidate after each and every meeting or phone call, and after an offer is extended, is invaluable to you. Use this resource! Any fees you pay won't be different if you use the resource. Outside recruiters have a lot of experience and insights that can help you. ▀▲

MARK ZWEIG is the chairman and CEO of ZweigWhite. Contact him with questions or comments at mzweig@zweigwhite.com.

A/E BUSINESS NEWS

ACEC CALL TO ACTION The American Council of Engineering Companies is urging its members and others in the construction trade to oppose a tax reform proposal that would change cash accounting methods.

The proposal under consideration in Congress would limit the use of the cash method of accounting to firms with less than \$10 million in gross receipts, leading to significant cash flow problems for many engineering firms, the ACEC argues. ACEC is asking members to contact their senators today to express concerns about the impact of this proposal on engineering firms and their employees, and ask them to sign the cash accounting letter authored by senators Sherrod Brown (D-OH), Pat Roberts (R-KS), Angus King (I-ME), and Ron Johnson (R-WI).

For a sample letter, follow this link <http://bit.ly/1myVZi1>. ACEC encourages members to personalize their letters by highlighting how the proposed limit on the use of cash accounting would affect their firm and employees.

EXPANDED BRIEFS The U.S. Green Building Council announced the launch of an

expanded online data visualization resource that will allow any user to access aggregated LEED green building project information in the more than 150 countries with LEED projects under way.

Following on the successful U.S. state market briefs launched by USGBC in April, the international market briefs detail LEED projects by owner sector, rating system and space type for all countries with building projects participating in the LEED green building rating system, along with in-market LEED credentialed professionals and USGBC members.

The global uptake of LEED has surged in the past few years. The gross commercial square footage certified by the Green Building Certification Institute outside the U.S. rose from 156 million to 176 million square feet in a single year (2012-2013). Currently, more than 648 million square feet of commercial space is LEED certified outside the U.S.

The international market briefs can be downloaded either as a visualization or as a raw data file and are accessible at <http://usgbc.org/advocacy/country-market-brief>.



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OFFICES

Keep branch managers in the know

People problems top the list of issues that may push local leaders to take matters into their own hands.

By LIISA SULLIVAN
Correspondent

If your firm has multiple offices, you likely rely on your branch managers to keep the wheels in motion. But what happens when a branch manager goes rogue and what can you do about it? The best answer is to try to avoid problem behaviors to begin with but, if necessary, it may be time to cut them loose.

LAY IT ALL ON THE TABLE. Murphy Tuomey, senior vice president, principal, **A. Morton Thomas and Associates, Inc.** (Rockville, MD), a 420-person civil engineering, landscape architecture, surveying, planning, construction inspection, and subsurface utility engineering firm, says that AMT does everything it can to avoid problems with branch managers.

Tuomey offers insight into how they make it happen:

- Have a clear chain of command within the firm that all branch managers are aware right from the start.
- Reinforce this chain of command through regular contact and oversight of the work in that office.
- Ask branch managers to report directly to a principal.
- Hire people for their skill sets and expertise, and trust that expertise in discussing ideas and procedures within each branch office.
- Keep open doors and open minds when discussing ideas with branch managers.

“We’ve managed to circumvent any problem behaviors through effective communication of roles and expectations, reinforcement of those roles through regular contact, and open discussion where employees can come away feeling that they’ve been heard,” Tuomey says.

REEL IT IN; CUT BAIT WHEN YOU HAVE TO. **Chambers Group, Inc.** (Santa Ana, CA), a 100-person environmental consulting firm, has five offices – most of which have branch managers.

Craig Neslage, executive vice president and manager of operations, says that these branch managers take part in an operations’ meeting each Monday morning where new opportunities, company happenings and general information applicable to their group are discussed.



Craig Neslage,
Executive VP,
Manager of
Operations,
Chambers Group,
Inc.

These same managers are also involved in monthly project reviews for projects managed by people in their respective offices in addition to interfacing with corporate personnel during the contracting and invoicing process.

“These activities ensure that branch managers are regularly and well-plugged in to procedures and projects,” Neslage says.

“We’ve managed to circumvent any problem behaviors through effective communication of roles and expectations, reinforcement of those roles through regular contact, and open discussion where employees can come away feeling that they’ve been heard.”

However, Neslage knows from experience that sometimes individual personalities will inevitably play a part in how responsive they are to requests and how diligently they follow standard procedures.

“The further away their office is from the corporate office, the more likely it seems that they will do things on their own,” he says.

For example, Chambers Group has a technical department manager who is primarily responsible for technical guidance and direction to the firm’s technical staff – no matter what office they are located in. However, as has happened in the past at a distant office, the local branch manager felt he should have more control over his local technical staff than the main technical department manager and directed them accordingly.

“This caused confusion among the staff. Several discussions took place to correct the behavior, but adjustments were not made and the branch manager was dismissed,” Neslage says.

PEOPLE PROBLEMS TOP THE LIST. So, what area do branch managers seem to struggle most with when it comes to taking matters into their own hands? The Management Training Institute says that “people problems” top the list. Many branch managers are reluctant to approach leadership when there are performance or behavior issues within their team. Why? The institute offers that branch managers may feel:

GOOD TO KNOW

More than half of firms with multiple offices (55 percent) reported they treated all offices as profit centers.

Source: 2014 Financial Performance Survey, ZweigWhite: www.zweigwhite.com/p-2195-financial-performance-survey-2014

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NEWS

Construction spending edges up in May

Meanwhile, construction employment drops in June, according to the BLS.

Total construction spending edged higher for the third straight month in May, as solid increases in private non-residential and public construction outweighed a downturn in residential projects, according to an analysis of new Census Bureau data by the Associated General Contractors of America. Association officials cautioned that the pick up in highway spending is in jeopardy of reversing sharply unless policy makers act urgently to shore up the federal Highway Trust Fund.

“The May figures show that construction activity continues to expand, but with lots of variability by month and project type,” said Ken Simonson, the association’s chief economist. “These uneven patterns seem likely to continue for the rest of the year.”

Construction put in place totaled \$956 billion in May, 0.1 percent above the upwardly revised April total and 6.6 percent higher than in May 2013. For the first five months of 2014, total spending rose 8.2 percent from the January-May 2013 total.

Private residential construction spending in May retreated 1.5 percent from April, when homebuilders may have put in extra hours to make up for adverse winter weather in many regions. The May total was 7.5 percent above the May 2013 level, representing an 11 percent increase in single-family spending, 31 percent for multifamily and a 2.4 percent decline in improvements to existing housing.

Private nonresidential spending rose 1.1 percent in May and

11 percent over 12 months. The largest private segment, power construction – comprising work on oil and gas fields and pipelines as well as electricity projects – rebounded 4.3 percent from a sharp drop in April and was up 30 percent year-over-year. Among other major private nonresidential segments, commercial construction – retail, warehouse and farm projects – climbed 6.5 percent over 12 months; manufacturing construction rose 6.7 percent; and office work jumped 23 percent.

Public construction spending rose 1 percent for the month and 1.2 percent year-over-year. The largest public segment, highway and street construction, expanded 2.3 percent from a year before. The second-biggest category, educational construction, gained 1.7 percent since May 2013.

“The outlook is brightest for multifamily and oil and gas-related projects, including manufacturing,” Simonson said. “But single-family and office construction, which have done well so far, may fade later this year.”

Association officials said the increase in highway and street construction will do a U-turn if Congress and the administration fail to act soon to replenish the Federal Highway Trust Fund. Current estimates indicate the federal government will have difficulty reimbursing states for payments to highway contractors later this month, a development that could lead to project delays and reduced construction employment.

Meanwhile, the Bureau of Labor Statistics announced that the U.S. economy added 288,000 jobs in June. The construction industry added 6,000 jobs in June – a decrease from the 9,000 in May and a significant reduction from the 36,000 in April. ▲▲

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- The area manager may see it as a trivial matter and not important enough to bring to their attention.
- That seeking advice and guidance will be seen in a negative way by the area manager.
- The area manager will go into fault-finding mode, rather than help to find solutions.
- The area manager may start questioning the branch manager’s ability to do the job.

The old mantra, “Bring me solutions, not problems” may actually work against leadership in this situation.

Now, what can be done?

It seems that offering support and guidance is key. The Management Training Institute says few branch managers are encouraged to talk about their “people” issues or are prepared to probe below the surface to identify possible performance or behavior problems that may be affecting the business. It further explains that there are many examples where branch managers have been placed in “problem” branches without the appropriate preparation for potential issues they may face. In essence they’re thrown to the wolves.

You never want to send a branch manager into a lion’s den without some protective gear. If you do, the results will likely come back to bite you. ▲▲

RESOURCES

PROJECT MANAGEMENT STUDY The 2014 Project Management Study of Architecture, Engineering, Planning & Environmental Consulting Firms is the only source of hard data available on how project management really works in the architecture, engineering, planning, and environmental consulting industry.

With this study on project management, you’ll find out how your competition handles project management issues and what you can do to make sure your firm does it better. Get an inside, in-depth look at your peers’ project management practices.

For more information or to buy a copy, call 800-466-6275 or log on to www.zweigwhite.com/p-2199-project-management-survey-2014.

PROFILE

A Blue Ribbon company

Sanderson Stewart has garnered a major national accolade and here's the proof that nothing happens by accident.

CHRISTINA ZWEIG
Contributing editor

Winning a spot on the 2013 Hot Firm List was just the start for **Sanderson Stewart** (Billings, MT).

The engineering and community development services firm just learned it also won the U.S. Chamber of Commerce Small Business of the Year award, placing it among the select group of 100 companies recognized as Blue Ribbon winners.

"I see this more as a beginning than an end," says Michael Sanderson, Sanderson Stewart president and CEO. "It's a strong validation for us that the things we've prioritized and are working on are important, but it just raised the bar in terms of people's expectations for us. We can't sneak up on people anymore. Now it's up to us to rise to the occasion. It's the start of the next big thing."

In March, the firm was selected from a record number of entrants as one of the seven regional finalists for the DREAM BIG Small Business of the Year. In June, representatives from the firm traveled to Washington, D.C. to participate in the 10th annual America's Small Business Summit and learned they won the big prize.

The award celebrates the success of small business and honors its contributions to America's economic growth. In addition to the recognition for Sanderson Stewart's professional accomplishments, community leadership, philanthropy, customer service, and employee relations, they firm received a \$10,000 cash prize.

A BIT OF HISTORY. Following its core purpose, "To Plan and Design Enduring Communities," Sanderson Stewart has evolved from a traditional civil engineering and land surveying company into the go-to firm for land development services in the region.

In 1969, fresh out of college, Robert Sanderson joined with long-time Billings-area engineer and surveyor, Jack Mueller, to form **Engineering, Inc.** in a garage. A few years later John Stewart joined the firm. The firm grew successfully over the next 30 years; eventually the next group of leaders purchased the company in 2002: Michael Sanderson, Robert's son, current president/CEO, Rick Leuthold, chairman, director of business development, and Dennis Randall, vice president, residential development group manager. In the firm's 40th year, 2004, Engineering Inc. became Sanderson Stewart.

Upon purchase, Rick, Dennis and Michael quickly started to grow and diversify the firm.

"When we bought the firm it had 25 or so people. We were very



Michael Sanderson, Sanderson Stewart president and CEO, a second generation leader at the award-winning company.

much concentrated in land development and almost exclusively on the private side of land development – we recognized that was risky so we started to diversify into some public sector work," Michael Sanderson says.

Today, the firm has 70 employees and competes above their "weight class" by presenting the image and a level of quality and sophistication of a much larger company.

While land development is still the "backbone" of the firm, DOT sector work has grown to one quarter or so of the firm's business and they have also diversified in terms of client type and geography.

Sanderson Stewart recently acquired a small environmental group and, as a standout unique feature also has a branding and marketing service department, enabling them to take a client through the entire process of concept through marketing their final product.

THE SECRET FORMULA. A focus on a "ridiculous level" of customer service and employee development is at the core of Sanderson Stewart's success. As many professional service firms don't do well in customer service, Sanderson feels this is one area his firm excels at.

"We want to be a world-class customer service organization. Not just among professional service firms... among ALL firms (Zappos, Ritz-carlton, Starbucks, etc.). We look at these well-known firms and ask, 'How can we take a little piece of what they do and apply it to our environment?' We're looking beyond professional services for our benchmarks," Sanderson says.

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Engage employees with social media

Don't waste an opportunity to connect and interact with your audiences.

Elvis has left the building according to #photoscavengerhunt @shivehattery. Make that *four* Elvis impersonators left a local store in West Des Moines during a recent photo scavenger hunt. Teams of Shive-Hattery employees pursued a list of photo challenges, including "Trash Bag Elvis." The famous pompadour and sideburns made with black trash bags and Elvis sunglasses were required. Photographic evidence appeared on Twitter during the annual Employee Appreciation Week event.

Social media channels (Twitter, LinkedIn, Facebook, Vimeo, Google+, YouTube and blogs) are a fantastic way to share your company's personality. While your website is the formal dining room, social media is the rec room where your people share events, ideas and accomplishments. This can help with recruiting as potential employees learn about a company's culture, people and projects. Fortunately, design professionals exercise good judgment and can be trusted to post tasteful, authentic content.

To drive engagement and promote consistency, designate a point person to lead your social media efforts. This could be someone in marketing or a social media-savvy employee. Stake your ground on the social media channels with updated brand profiles on key platforms. Discover good content by listening to your teams, asking internal communities of practice for ideas and being in tune with your marketing and recruiting plans. Use management tools like Hootsuite to manage and monitor your company's communications. Once employees start engaging, reinforce their efforts by regularly sharing analytics to demonstrate the value that social media adds in building relationships.

SOCIAL MEDIA CROSSES ALL DEMOGRAPHICS. The biggest task for your social media leader is to train and encourage employees. "People think social media is for the millennial generation," says Jenny Phan, corporate communications coordinator for **Shive-Hattery Architecture-Engineering**, based in Cedar Rapids, Iowa. "We've found multiple generations using social media in their personal lives. I help employees make the transition to sharing professional content and make it part of their careers."

To engage employees in social media, Phan provides guidelines and positive examples, along with simple instructions. When a new article appeared online featuring a Shive-Hattery medical clinic project, she shared the news link and rendering on the company's LinkedIn page. Employees received a screen capture of the company



Greg
Kanz

GUEST SPEAKER

update and a link via email to add to their personal LinkedIn accounts. The promotion of this article over social media created buzz internally and conversations and shares externally within the network contacts.

Start with baby steps to fuel employee engagement in social media. Because of the business-centric nature of LinkedIn, this platform is a good place for employees to get started. Replace your boring employee headshot with a modern environmental photo, and encourage employees to update their LinkedIn profile. People in their network will notice the refreshed profile photo.

GET A HANDLE ON INTERACTIVE TOOLS. Congratulate clients, partners and employees for accomplishments such as awards and special honors. Tag them in the post with the client's handle (@) or use a hashtag (#) to trend events. If clients are not following you on Twitter or LinkedIn, these interactions help maximize your social presence and in turn, gain traction from valuable clients and prospects.

See GREG KANZ, page 8

Once employees start engaging, reinforce their efforts by regularly sharing analytics to demonstrate the value that social media adds in building relationships.

Jobs postings are ads

And since they are, follow these eight tips to improve their effectiveness.

What is a job posting? C'mon, think about it. It's simply an advertisement. Aren't you advertising an opening that you want to fill? And like any advertisement, you must catch the eye of the consumer. Peak their interest. Instill a call to action.

If you read the morning paper, glance at a billboard while driving, or surf the Internet, everyone and their brother is trying to direct your attention to their product or service. One thing common to all advertisements is the need to be succinct and concise. Get to the point quickly! State your case and show off your wares. The brevity and direct approach of most ads is not so much that the consumer may only have three to 5 seconds to scan your billboard ad while traveling 80 mph on the proverbial superhighway. Rather, it's to capture the consumer's attention, impregnate the product or service in their mind, and make them think (whether now or later), "Hey, remember me?"

So what's the parallel with filling an open position? Again, c'mon! I gave you the answer in the first paragraph. You are advertising an open position and your ad is the position description you post on whatever medium you choose. You are attempting to entice the consumer, or should we say candidate, to consider applying for your job opening.

OK, so let's view your ad/position description from an advertising perspective. Your target population is individuals open to considering a career move. But wait, isn't it a select few of this total population? Sure! You only want the best available candidates to respond to your ad. So how do you attract "the best of the best" while at the same time discourage those individuals not qualified for your need? It all depends on the specifics of your position description.

In my involvement in the A/E industry, I too often have the unpleasant experience of dealing with clients who don't or won't invest the time required to properly develop an attractive and targeted position description. It is way too frequent the answer to, "Do you have a position description?" is "Oh, someone with a background in X, Y to Z years of experience, and a P.E.," is for example the response for an engineer position. This puts the recruiter, whether internal HR or an external recruiting firm, in a tough position. What choice do they have other than to enhance the position description on their own? The result is the usual outline that reads like a laundry list of generic phrases that describes the "unobtainable" candidate and likely attracts the opposite of what you need.



Pat
McGee

SEARCH SAVVY

Rest assured, there are as many opinions on what makes an attractive and productive position description as there are grains of sand in Destin, Fla. There is likely good advice to be plucked from each one of them. It's up to you to garner the best advice that fits your requirements and culture. Following are a few tips I recommend to my clients:

- 1) Do craft a *written* position description developed directly by or with the detailed input of the hiring manager.
- 2) Do have a descriptive title that indicates the job level and type of work, for example Senior Landscape Design Architect. Don't use ambiguous HR terminology like Architectural Associate Level II.
- 3) Do include a statement about the company's mission and culture. Don't be reluctant to use words such as amazing, exciting, remarkable, aggressive, or passionate.
- 4) Do create a list of responsibilities that succinctly answers the question, "What will I be doing day-to-day?"

See PAT MCGEE, page 8

You are advertising an open position and your ad is the position description you post on whatever medium you choose. You are attempting to entice the consumer, or should we say candidate, to consider applying for your job opening.

GREG KANZ, from page 6

Telling your client’s story through video is powerful. In two minutes or less, share a client’s story from their perspective – what was the challenge, your solution and impact on stakeholders. Share this on your website and social media channels. Encourage employees to share the link. You have done it right when your client actively promotes the video.

Forget the corny voiceovers. Interview your client contacts, capturing the narrative with their voices. Hire a good video editor to make the production flow. It will come alive if you have the chance to interview people who benefit. For examples, see this “Shared Learning Spaces” video on Vimeo (<http://vimeo.com/channels/shivehattery/89105473>), which includes interviews with the principal, teachers and students at North Bend Elementary, or the profile of the East Side Recycling Center in Iowa City (<http://vimeo.com/98465303>).

ENGAGE EMPLOYEES AND SHARE METRICS. Social media plays a pivotal role at conventions and conferences.

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- 5) Do use action words at the beginning of your responsibility statements, such as: create, develop, design, review, determine, complete, communicate, or present.
- 6) Don’t mix “must have” requirements or experience with preferred requirements or experience. If you believe the requirement is a “must have,” stick with it and don’t compromise. It’s OK to state if the candidate does not meet all the “must have” requirements, they need not apply.
- 7) Do personalize the description by using the words “you” and “your”.
- 8) Finally, do include a compensation range. Applicant surveys

SANDERSON STEWART, from page 5

Sanderson Stewart has prioritized all of the criteria considered important to the award – employee culture, customer service, employee development, and community development are all things that are a fundamental part of the way the firm does business.

“We have a philanthropy committee and do a lot of work in communities through services and direct charitable giving. It’s really a core value that we have to take care of the communities that take care of us – it’s an integral part of being successful in a community-based business,” Sanderson says.

Sanderson Stewart isn’t afraid to stand out either, branding most of its materials (both internal and external) in a creative and catchy way.

“We’re not afraid to be a little bold, a little edgy, a little weird, in the way that we work. We try to be creative and a little out there in the way we present our stuff and ourselves. We take our work very seriously but try not to take ourselves too seriously,” Sanderson says. “Our internal initiatives all have strong branding because it resonates with people. We try to design and present something in a way that is catchy and has a little flair to it. Then people remember it.”

Remind attendees to use an event-specific hashtag (#) and interact with presenters or fellow attendees by mentioning them in posts (@).

Email nuggets of wisdom from the conference to your social media point person who updates company channels or post it on your own sites. Congratulate clients recognized during the event, share key ideas you learn from the speakers and most importantly post photos of interesting happenings. Images are attention-grabbing pieces of content, regardless of the social platform.

Share the results with employees so they understand the power of social networking. What dialogs were created, relationships nurtured and how many followers were exposed to your messages. Raise awareness and foster engagement; it is a numbers game. There is potential for exponential business growth as employees engage and share content with their professional networks. ▲▲

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consistently show this is the number one item that candidates want to see in a position description. The inclusion of the compensation range can significantly increase the responses in your targeted population range.

Keep in mind that you are advertising your opening and your ad is the position description. As a final test, put on your consumer hat. Read your ad. Would it catch your interest? Does the title and opening company statement make you want to read more? And, most importantly, do the responsibilities and requirements instill the intended call to action – submit an application? ▲▲

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Differentiation is a key part of Sanderson Stewart’s strategy and the firm emphasizes that everything they do speaks to their brand.

“You can deliver the most perfect engineering design but if the look and feel of your office is bad, or your marketing materials aren’t good, or your survey truck is driving down the road with the bumper falling off – you have a problem,” Sanderson says.

Sanderson also feels that having internal practices and standards that are equal to external practices is of utmost importance. “A lot of firms are focused on what they put out externally, but are willing to settle for something less in their internal documents. I think that’s a mistake because it creates this situation where you’re telling an employee that it’s ok to have a lower standard inside and it’s a dichotomy that’s hard to reconcile,” Sanderson says.

Relentlessness and tenacity characterize Sanderson’s leadership. He is relentless about making sure everything lives up to the highest possible standard and says, “It’s still competitive and we’re enjoying some success, but every day you have to go to the office swinging the bat.” ▲▲

TALENT

Is summer hiring heating up?

Firms are all over college campuses looking for interns and new star employees.

By LIISA SULLIVAN
Correspondent

Now that graduation season has come and gone, what's happening in the hiring departments at A/E firms? Are they hiring new grads? Are they offering internships? Are they getting résumés from eager newbies ready to enter the workforce? It seems there's a combination of things happening behind the scenes.

AN INTERN'S DREAM. Laura Harman, senior HR manager at **Kleinfelder** (San Diego, CA), a 1,856-person global science, architecture and engineering consulting firm, says that this has to be one of her favorite times of the year.

"Every year, Kleinfelder makes a concerted effort to recruit new graduates from the best universities," she says. "We firmly believe that in order to be a successful company, we need to bring on the best young talent. We also reach out to influential colleges, universities and professors to see if they have any students they would like to recommend."

Kleinfelder also offers internships to graduates or students who are close to graduation. For example, the press and media relations manager started with the company as an intern. Interns can work in any discipline, including geotechnical, civil or structural engineering, construction and materials management and testing, design, environmental science, or even finance, human resources and marketing.

"Depending on the discipline, we offer summer or yearly internships where graduates can learn real-world technical and marketing expertise on the job – no coffee orders for them!," Harman says. "Interns are placed on some of the company's best and most technically challenging projects and synced with an advisor who then becomes their advocate and mentor. We expect the same results from our professionals and interns alike."

Besides their chosen internship, advisors also recommend that grads learn about other disciplines that may interest them so they can then make their first professional contacts. Advisors give interns unprecedented leeway to meet, explore and understand the company in a manner Harman finds to be very uncommon in this industry.



Laura Harman,
Senior HR
Manager,
Kleinfelder.



Mary Murphy,
HR director,
Dudek.



Stephanie
Higham, HR
Generalist,
HMC Architects.

"To help grads make the transition from college life to corporate life, we also offer mentorship programs – like our widely publicized RightStart program – as well as scholarships," Harman says. "These programs are grad-centric and sync interns up with a group of mentors who support and act as advocates on their behalf."

"We firmly believe that in order to be a successful company, we need to bring on the best young talent."

Mary Murphy, HR director, **Dudek** (Encinitas, CA) a 340-person environmental consulting firm, says that while they are not hiring new grads, they are also seeking interns, mostly in environmental arenas. The engineering group has hired only one. The company is also getting résumés from new grads, but not as many as usual.

"However, to be clear, we're not advertising for any entry-level jobs, so it's not a big surprise," Murphy says.

AGGRESSIVE CAMPAIGNING GETS RESULTS. Jean Warren, director of HR, **Perkins Eastman Architects** (New York, NY), a 765-person architectural firm, says that during the 2014 graduation season, Perkins Eastman was very aggressive in campus recruiting. Firm reps visited more than 20 schools. Firm-wide, approximately 30 graduates will be joining the team over the next several months and 40 interns are slated for the summer internship program.

At **HMC Architects** (Ontario, CA), a 262-person planning and design firm, Stephanie Higham, HR generalist, says that the company is offering summer internships in all of its offices, usually focusing on fourth- and fifth-year students for these positions.

"We've been able to hire a few graduates in our Ontario office due to increased workload and some of them have been past interns," Higham says. "We receive hundreds of résumés every year from recent graduates and we also attend career fairs at local universities, which increases HMC's interest and awareness level among students."

An active summer internship program is also in the

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ON THE MOVE

SEH NAMES Engineering firm **Short Elliott Hendrickson Inc.** (St. Paul, MN) named **Mark Broses** as the company's vice president and regional leader responsible for growth and operations in Wisconsin, Illinois, Indiana and Michigan. This position is part of the company's executive team responsible for the delivery of quality services to clients and the success of the 700 employee-owners who make up the company.

Broses officially moved into the role on July 1 when Sr. Vice President Jim Newman retired after a 34-year career with the company.

"I am excited about this opportunity for Mark and for the clients we serve," said Sam Claassen, SEH CEO/president. "Mark is a leader who has the energy and enthusiasm required to deliver quality services and innovative approaches to our diverse set of clients. His commitment to the communities and clients we serve makes him the best fit for this important role."

Throughout the course of his 20-year career at SEH, Broses has provided environmental engineering solutions for numerous private and public sector clients, and held multiple leadership roles. He currently serves as a member of the SEH Board of Directors, and was a board member of subsidiary SEH Design|Build through 2013. Immediately prior to taking on this new position, he acted as the co-director of the company's innovative Energy and Sustainability Team.

PARSONS HIRES Parsons (Pasadena, CA), an engineering, construction, technical, and professional services firm, announced that **Rhet Schmidt** has joined the company as vice president and district manager for Florida in its Road & Highway division. Based in Orlando, he will oversee the Jacksonville, Miami, Orlando, Tallahassee, and Tampa offices.

Schmidt brings to Parsons 21 years of experience in highway design and construction engineering, including project management work on a variety of high-profile projects for the Florida Department of Transportation.

"We are excited to welcome Rhet to our team," said Todd Wager, Parsons Group president. "His extensive background with the Florida Department of Transportation and in managing complex projects will help Parsons continue to deliver high quality projects throughout this growing state."

HANSON HIRES Bikram Wadhawan, senior transportation engineer, recently joined **Hanson Professional Services Inc.** (Springfield, IL), an employee-owned consulting firm providing engineering, planning and allied services.

Working out of the Jacksonville, Fla., office, Wadhawan will lead the firm's efforts to develop a traffic engineering and transportation planning group in the Jacksonville area and throughout Florida.

Wadhawan brings more than 14 years of traffic engineering and transportation planning to Hanson. He was a senior traffic engineer for a national facilities and infrastructure firm in Jacksonville and a public transportation specialist for the Florida Department of Transportation.

"Bikram is an outstanding industry leader with a strong track record in implementing, planning and directing traffic impact, operations and planning studies," said Jeff Bowen, vice president.

"His outstanding technical skills, coupled with his strong management capabilities will benefit Hanson greatly, and we are excited to have him in our Jacksonville office."

CARNEY HIRES Carney Engineering Group (York, PA), a multi-discipline structural engineering firm serving the Mid-Atlantic region, announced the addition of **Eric Alwine** as structural project manager.

Alwine brings more than seven years of project management to Carney Engineering's team. His previous experiences include projects ranging from \$110 million renovations on a historical 23-building campus to building hotels and casinos in San Juan, Puerto Rico.

"We are excited to add Eric to our growing team," said Josh Carney, president of Carney Engineering Group.

"His previous experiences and leadership skills make him an exceptional project manager who will be an asset to our clients and an integral part of our strategic team."

Alwine has worked on residential, commercial and industrial projects, and will oversee projects for Carney Engineering from the proposal phase through closeout, delivering the prescribed scope, budget and schedule.

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works at **FXFOWLE** (New York, NY), a 140-person architecture, interior design, planning and urban development firm. Shannon Rodriguez, HR manager, says that summer is the most popular time of year for students seeking internships, so the company begins the recruiting process in January, and requests résumés and portfolios by mid-March for review.

"We require that candidates be enrolled in either a B. Arch. or M. Arch. program and have a maximum of two years remaining prior to graduation," Rodriguez says.

FXFOWLE also receives a number of high-quality résumés and portfolios from students in the U.S. and all over the world. The company provides the interns a supportive and immersive team-based work environment that affords opportunities to attain professional design experience.

This summer, FXFOWLE has 10 interns working with them



Shannon Rodriguez,
HR Manager,
FXFOWLE.

in the Cultural/Educational studio, the Urban studio, marketing/communications, and the Model Shop. They came from a variety of schools, such as the University of Pennsylvania, the University of Virginia, Cornell, Columbia University, Tulane, Harvard and more.

"We recently hired three full-time graduates," Rodriguez says.

Throughout the year, FXFOWLE attends a number of college-career fairs, seeking candidates for both internships and full-time entry-level positions. It also participates in winter/fall externships. And, in 2012 and 2014, FXFOWLE hosted a résumé, portfolio and interviewing event that was held by NY-COBA-NOMA (New York Coalition of Black Architects - National Organization of Minority Architects).

All efforts appear to be paying off. ▀▀

PROFILE

Seasoned CFO brings international expertise

Andrew Goldbaum has gobs of experience, is well-traveled and wants to leave a mark.

By LIISA SULLIVAN
Correspondent

He may be the new kid on the block at **Thornton Tomasetti** (New York, NY), an 800-person firm that provides engineering design, investigation and analysis services to its clients, but make no mistake about it, Andrew Goldbaum, the company's new CFO, has been around the block as well as the world. To date, he's visited five continents.

"I enjoy building high performing teams with open communication."

Goldbaum started with Thornton Tomasetti just last May. He is responsible for the financial management of the firm and also oversees human resources operations. He holds a bachelor's degree in accounting from the State University of New York at Albany and is a certified public accountant in the state of New York. He is also a member of the American Institute of CPAs, the New York State Society of CPAs, Financial Executives International, Executive Forum and the CFO Leadership Group.

He started his career as an auditor at Laventhol & Horwath, a "big 10" international public accounting firm and was most recently the CFO and COO for the talent division at Mercer Inc., a multinational human resource consulting firm with operations in 40 countries around the world.

"I spent 25 years at Mercer in various global financial, operational and strategic leadership roles helping the business to transform operations, drive operational efficiencies and accelerate profitable revenue growth," Goldbaum says. "I have extensive international experience and have led several mergers and acquisitions." ■■

A CONVERSATION WITH ANDREW GOLDBAUM

THE ZWEIG LETTER: Can you provide an overview of your current CFO responsibilities?

Andrew Goldbaum: As CFO, I am responsible for managing the financial and HR operations of the firm and partnering with the business leaders to shape the company's overall strategy and direction. I am tasked with ensuring Thornton Tomasetti's financial and business goals are aligned and that all facets of the operation are running effectively and efficiently.



Andrew Goldbaum,
CFO, Thornton Tomasetti.

TZL: What are your key strengths? What do you feel the key strengths are for an effective CFO?

AG: I am a strategic business partner and trusted advisor. I leverage my strong analytical skills and experiences in financial planning and analysis, mergers and acquisitions, operational improvements and strategic planning to drive improved profitability and revenue growth.

TZL: How would you describe your work style?

AG: I am a collaborative leader and team player. I enjoy building high performing teams with open communication. I strongly believe in continuous improvement and encourage my teams to always think about how we can do things more efficiently and effectively.

TZL: What are your top priorities for 2014/2015?

AG: There are several:

- To improve financial reporting by implementing performance management dashboards with increased focus on consistent key performance indicators across the organization.
- To enhance financial systems to provide better financial information in a more timely fashion to both our business leaders and our professionals. I would like to automate several processes that are currently done manually.
- To provide business leaders and consultants the tools and education to better manage the profitability of their client relationships and projects.
- To develop strategic plans that enable the business to continue its strong growth trajectory.

TZL: What has been your greatest on-the-job challenge? How did you deal with it?

AG: To date, my greatest challenge has been quickly ramping up and learning about the business; getting to know the Thornton Tomasetti culture; identifying my key priorities; and trying to figure out where I can make the biggest impact. I have been spending a lot of time meeting business leaders across the firm, my finance and HR team and external partners asking many questions, listening and learning.

TZL: What is your favorite part of your job?

AG: Working with a great group of people and helping them to address their most pressing issues.

TZL: What do you enjoy in your spare time?

AG: In addition to traveling the world, I also enjoy golfing, biking, tennis and cycling and spending time with my family. I am happily married and have two fantastic children that make me very proud.

TRANSACTIONS

CRA AND GHD MERGE **Conestoga Rovers & Associates** (Waterloo, ON) and **GHD** (Melbourne, Australia) have joined together to create a global leader in engineering, environmental consulting, architecture, and construction services.

The result is a company of more than 8,500 employees, with 4,000 in North America alone. The merger includes all of CRA and its family of companies, including Inspec-Sol and eSolutions.

The companies have officially merged, with all ongoing employee shareholders in CRA becoming shareholders of GHD. This unique feature of the merger makes it one of the largest private stock transactions in the engineering and environmental consulting industry.

Ian Shepherd, GHD's CEO, said, "This is one of the largest true mergers to have occurred in our industry. We are building on the strengths of two leading companies to create a global team of more than 8,500 people across five continents. We are adding significant growth and scale to our business, while retaining the advantages of our private, employee-ownership business model for creating client value."

Ed Roberts, CRA's president, said, "CRA's goal has been to leverage our outstanding environmental, geotechnical and forensic engineering capabilities and broaden our business in the municipal infrastructure markets. With GHD we're able to do this, while expanding our global footprint, particularly in Australia and Asia, to better serve our multinational clients."

By combining resources, melding business practices and pooling equity interests, the two companies become mutually dependent on each other for the creation of value over time. CRA and GHD will do this together by leveraging a deeper and more diverse talent pool, across a stronger geographic footprint.

Richard Wankmuller, president GHD Inc., said, "Our emphasis will be to integrate these two great companies while ensuring we maintain the responsiveness and service levels our clients expect from us. Our merger continues our growth trajectory in North America and around the world. With our combined business we now have more than 130 offices across North America and over 200 locations globally."

The two companies will work together on a progressive integration program while focusing on continuity of service and maintaining a high level of responsiveness to clients. The combined business will be known as GHD.

The new company employs more than 8,500 people across the Americas, Asia, Australia, Europe and the Middle East, serving clients in the global markets of water, energy and resources, environment, property and buildings, and transportation.

FIRMS ON THE MOVE

MCMAHON OPENS OFFICE **McMahon Associates, Inc.** (Fort Washington, PA), a full-service transportation engineering and planning firm, announced the opening of its newest New England office in Providence, R.I. As its 13th office along the East Coast, McMahon continues to strategically plan to broaden its market areas, while meeting the needs of its clients.

McMahon recognizes that this state continues to develop and will face increased traffic issues and challenges. Adequate transportation infrastructure continues to be a major cornerstone of successful development and a driver for economic growth. The firm's move into Rhode Island demonstrates a desire to be at the heart of this growth, but also a commitment to create a safe transportation environment for residents, businesses, and the traveling public.

McMahon already serves RIDOT, RIPTA, municipalities and private clients in Rhode Island on a variety of projects including RIDOT Safe Routes to School, municipal master plans, private developments, and on-call services to the State Traffic Commission.

McMahon Associates is also a supporter of Rhode Island state and regional professional engineering societies, with staff serving as officers and Board members for WTS-Rhode Island, RIITE, and the ASCE-RI Younger Members Group.

McMahon Associates' other New England offices are located in Taunton, Mass. and downtown Boston.

IN BRIEF

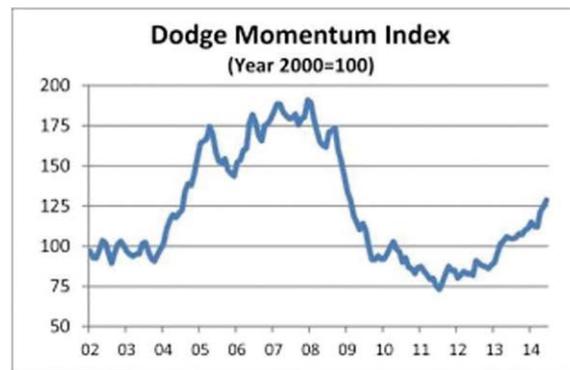
DODGE MOVES UP The Dodge Momentum Index gained 3.3 percent in June to 128.7 (2000=100), its third consecutive increase following hesitation in February and March, according to McGraw Hill Construction.

The Momentum Index is a monthly measure of the first (or initial) report for nonresidential building projects in planning, which have been shown to lead construction spending for nonresidential buildings by a full year.

The Dodge Momentum Index appears to be recovering from the weather-induced softness early in the year. Aided by this recent strengthening, the Momentum Index was a healthy 22.6 percent higher in June than a year earlier. Moreover, the growing volume of projects at the planning stage suggests that nonresidential construction starts should be headed higher over the remainder of the year.

June's increase in the Momentum Index was the result of a strong 8.3 percent surge in commercial building plans. At the same time, the institutional side of the market retreated in June, with new projects at the planning stage slipping 4 percent.

Five commercial projects valued at \$100 million or more entered planning in June to support the increase. These include the \$250



million Kroger Distribution facility in Forest Park, Ga., the \$200 million Skyplex Retail and Entertainment Complex in Orlando, Fla., a \$200 million hotel at the Maryland Live Casino location in Hanover, M.D., a \$100 million warehouse at the LogistiCenter in Logan, N.J., and the \$100 million retail portion of The Haven Outlet Shops in West Haven, Conn.