

Newsletter

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Hiring and Recruiting Employees: How to Find Your Organizations Greatest Asset—People

by Project Solutions Inc. Team

One of the most important tasks in any business is workforce management. This means ensuring the right people and the right number of people to keep your company running smoothly. When employees are overworked and clocking too much overtime, it may be time to consider hiring additional people. If there is a need for new skills, it may be time to hire. You could train your current employees, but it may be more efficient to hire somebody who already possesses those skills.

Job Descriptions

Before you seek to fill a position, you will need to create a job description. A job description explains the job duties, responsibilities, tasks, and functions. It is a clear and concise guide of expectations for the position. When a job description is well written, it answers the question, “What does the person in this role actually do?” Job descriptions can be used to determine salary levels, conduct performance reviews, clarify missions, establish titles and pay grades, and create reasonable accommodation controls. A well written job description should include:

- Job title
- Purpose
- Duties and responsibilities
- Required and preferred qualifications
- Working conditions

Recruitment Tools

As an HR manager, it is your job to take the time to research websites or software that can support the recruiting process. There are four methods to consider when recruiting.

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1. Posting a job opening on a website such as Indeed, LinkedIn, ZipRecruiter, Monster or Glassdoor is one of the most common recruitment tools.
2. Active recruiting for example, you can reach out to candidates that have posted their resumes online and have the qualifications for which you are looking to fill.
3. Job fairs are another great way to get your company's name out there as most individuals at job fairs are actively searching for a position.
4. Hire and train somebody internally within the company. They already know the values, culture, and environment.

Interviewing

Hiring the right employee can enhance your company's work culture and pay you back a thousand times over in high employee morale, positive forward-thinking planning, and accomplishing challenging goals. Once you have found an applicant that may be a good fit with the company's culture and position, it is time to move on to the interviewing process. There are three common types of interviews: telephone/video prescreen interviews, direct one-on-one interviews, and panel style interviews.

1. A prescreen interview is a great way to assess whether an applicant's qualifications align with the position and company. In addition, it is a tool that can gauge a person's experience, skills, and salary needs. This type of interview typically doesn't last long but can be informative.
2. One-on-one interviews are typically around a half hour to an hour long and ask open-ended questions about a candidate's past experiences, how they would handle a situation or project, and how competent they are for the position.
3. Panel interviews usually involve two or more people asking the candidate questions individually. This interview method is usually a question-and-answer format but can include participation in an activity, assessment, or test.

As you prepare to conduct an interview, remember to introduce yourself and give a brief review of the agenda and the job. Start the interview with some generalized questions—ask some consistent and open-ended questions. Remember to give the candidate time to answer the questions. End the interview with providing a timeline. Let the candidate know what the next steps in the recruitment are and an estimate of when they will receive more information.

Legal Guidelines

Federal and state laws require that companies make employment decisions without regard to protected categories, such as race, age, religion, sex, sexual orientation, national origin, disability, marital status, genetic information, and other categories. Basing hiring decisions on these protected categories are in violation of Title 7 of the Civil Rights Act.

All individuals involved in the interviewing process should be familiar with federal and state laws that preclude certain questions. Two important federal laws to be aware of that protect workers are the Americans with Disabilities Act of 1990 and the Civil Rights Act of 1964. Staying in compliance with these laws will help keep the company out of court and will strengthen the company by creating a healthier atmosphere free of the damaging aspects of discrimination or harassment.

A good rule of thumb to follow when conducting an interview is: don't ask a question if it's not job related. Questions asked should strictly relate to the knowledge, skills, and abilities required for the role. Questions related to physical ability can only be asked if it is a bona fide requirement of the job. Try to avoid questions or topics that are taboo.

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Job Offers and Hiring

Once you have interviewed your candidates, it is time to make an offer for employment. Before making a job offer, your company must decide if potential hires will be verified through background checks, drug tests, assessments, or reference checks. If you do choose to perform any of these evaluations, be sure to check and comply with state and federal laws and regulations.

When writing a job offer letter, it is important to include all information regarding the position. Some key items to include are position title, compensation, benefits, expected start date, who the person will report to, and other information pertinent to the position. When extending the offer, it is important to have all information regarding the role and the offer to ensure you are prepared for a potential negotiation. Additionally, extending the offer through a phone call can ensure receipt and be more personal than through email alone.

No matter their age, job seekers agree that their application and interview experience was the top factor in their decision about where to work. Your company's hiring strategy matters because you won't get a chance to retain employees if they have a bad hiring experience and reject your job offer. Even after the offer is signed and the employee has passed the three-month mark, your company needs to continue "recruiting" new employees far past their start date. According to ClearCompany, 90% of new hires will take six months to decide if they want to stay at the company.



Employee retention remains at the top of HR leaders' priority lists in the second half of 2022. According to the World Economic Forum, more than half of U.S. workers are considering switching jobs now that the threat of the pandemic has subsided, according to a recent Forbes article. Tune in to the next newsletter issue to learn how to successfully onboard your new hires and retain your employees.

Upcoming Training & Events

Oct. 26 **Strong Business Credit
(SBA Money Smart Series)**
Wed., Oct. 26, 2022 -
12:00 - 1:00 PM MDT | Free
[Register Here >](#)

Oct. 27 **Job Costing for Construction**
Thur., Oct. 27, 2022 -
12:00 PM MDT
[Register Here >](#)

Nov. 2 **Risk Management-
Planning for the Unexpected
(SBA Money Smart Series)**
Wed., Nov. 2, 2022 -
12:00 - 1:00 PM MDT | Free
[Register Here >](#)

Nov. 3 **The Business Behind
Content Creation**
Thur., Nov. 3, 2022 -
1:00 - 3:00 PM MDT
[Register Here >](#)

Dec. 6 **Ask an Expert - Your
Website Questions Answered**
Tue., Dec. 6, 2022 -
11:00 - 12:00 PM MDT | Free
[Register Here >](#)

Did you know?

Did you know? Construction companies are turning to technology to deal with the labor shortage crisis. According to Construction Business Owner, companies are finding innovative ways to implement new technologies across their business, saving time, boosting capabilities, and improving profitability.

Read more [Here>](#)

Onboarding and Retaining Employees: Performance Through People

by Project Solutions Inc. Team

The feature story in the last issue of the North Dakota Department of Transportation DBE Newsletter looked at hiring and recruiting employees to find your organization's greatest asset—people. To give your company the best chance at hanging on to those new hires, you next need to consider your company's onboarding and retention processes. An onboarding plan can boost retention by up to 82%, but unfortunately only 12% of employees say their company does onboarding well, according to ClearCompany. However, 69% of employees who had a good onboarding experience will stay at their job for at least three years. Great onboarding increases employee engagement, too, which is another factor impacting retention.

Onboarding

Onboarding is the action or process of integrating a new employee into an organization. It is ensuring that a new team member has everything that they need from day one. Onboarding is a key component of a new employee's career at your company because structured and organized onboarding helps them to be engaged with their work from day one. Onboarding includes everything from where to park to the expectations of the new hire. A good onboarding process can reduce turnover, and organizations with a standard onboarding process experience 50% greater new hire productivity. Supporting new hires can also reveal important truths about your company, such as:

- Your organization invests time and resources in its employees to enable their success.
- Employees can expect clarity around their roles and responsibilities.
- Your company cares that employees are both prepared and engaged with their work.

Importance of Onboarding

Will Rogers said, "You never get a second chance to make a first impression," which is a proven fact when it comes to a new hire's first impression of a company.



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Research shows that nearly one-third of new hires (28%) quit within the first six months of employment. One way to help ensure that new hires will remain in your employment is to provide structure and organization to their experience of joining your company. Onboarding can give your new employees a sense of their role in the company's success, which leads to employee engagement. It gives you the opportunity to inform new employees of their expectations and key performance indicators (KPIs) expected of them. Structured onboarding can also provide greater insight into the culture and values of the company versus premature assumptions. Structured onboarding is also one way to help ensure consistency among each new hire's onboarding experience.

New Hire Information

New hire forms that are completed correctly are a vital part of the administrative side of onboarding. Forms that a new employee may need to complete include W-4 and I-9 form, new hire sheet, policy sign off sheet, direct deposit request, emergency contact list, etc. It is essential to know if your company is required to report Veterans Employment and Training Service (VETS) or Equal Employment Opportunity Commission (EEOC) information as the new hire will need to fill out the appropriate paperwork. Required paperwork can be completed before the employee's first day. However, if you decide to complete the forms within the first three days, make sure you have the paperwork ready so the process is easy and quick and does not take away from valuable training time.

Steps of Onboarding

In some organizations, onboarding is often confused with orientation. While orientation might be necessary—paperwork and other routine tasks must be completed—onboarding is a comprehensive process involving management and other employees that can last up to 12 months, according to Society for Human Resource Management (SHRM). The onboarding process can involve three steps: pre-boarding, onboarding mentorship, and check-ins (30, 60, 90 days, etc.).



- **Pre-boarding:** Many people have heard of onboarding, but few understand the importance of pre-boarding. HR and upper management should devise a plan of action to help new employees quickly assimilate company policies and workflow while getting fully acquainted with the organization's culture. Pre-boarding consists of completing new hire paperwork, scheduling training and times to meet the team, and ensuring the new employee's email, phone system, and other administrative details are set up.
- **Onboarding Mentorship:** When a new hire joins your company, assign them an existing team member who is patient and understanding enough to help train and develop their skills; assist, guide, and reassure them; and help the new hire to become a part of the culture and team.
- **Check-ins:** As a new hire's time with the company progresses, formal check-ins are important to formally check on their progress and ensure they feel comfortable with their new position. It is recommended that employers conduct 30, 60, and 90-day check-ins with new employees. Some things to check on include what is going well, what roadblocks are they are running into, do they have the tools to be successful, and are there areas that need improvement.

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Retaining Employees

While retaining your new hires is crucial, a company should consider all employees when addressing employee retention. Methods of employee retention falls into three categories: training/development, motivation, and rewards. Training and development are great ways to retain employees as well as help the company with increased productivity and better performance. People like to learn new skills to feel more competent and experience a sense of accomplishment. As a result, employees often take more interest in their job and develop a greater loyalty to the company.

Connecting the goals of the business to an employee's sense of purpose is important because if they don't align, the employee may not be as motivated at their job. Assigning your employees new projects and tasks can help boost their confidence and engagement. Another way to help motivate employees is through creating a positive work environment.

A third way to boost employee retention is through rewards. When thinking about employee rewards, go beyond monetary compensation. Some ideas for employee rewards are:

- Recognition for work done well, accomplishments, and employee milestones
- Company "Wall of Fame"
- Company/department party or food days
- Morale-building activities such as a sports competition, wellness class, scavenger hunt with prizes, or after-work outing
- Company gifts such as gift cards, employee care packages, company-branded gear, or gym memberships
- New office equipment or company tools
- A professional development budget—money set aside for conferences and professional education opportunities

Engaging your employees not only leads to higher employee retention and increased productivity but can also lead to better employee health, decreased workplace injury, and lower absenteeism. All these things can add up to increased customer satisfaction.



Ultimately, the best way to retain an employee is to address what your employees and what job seekers want most from a good company—benefits, competitive pay, flexibility, personal development, purpose in their position, and a positive work environment.

Invitation to Bid

Invitation to Bid #1: Pierre, South Dakota

Office of the State Engineer ("OSE" and/or "Owner") is conducting a competitive Request for Proposals (RFP) process to retain one (1) firm to provide moving services ("Mover" or "Movers") **for the Cultural Heritage Center Project located in Pierre, South Dakota (the "Project")**. OSE WILL ONLY BE ACCEPTING PROPOSALS ELECTRONICALLY - Proposals are to be submitted to Stacy Watters via email stacy.watters@state.sd.us by the Due Date/Time. Issue Date September 29, 2022; Pre-Proposal Conference and Site Visit October 14, 2022, 1:30 PM CST; Question Deadline October 19, 2022, 5:00 PM CST; Final Addendum Issuance (if necessary) By October 21, 2022; **Proposal Due October 25, 2022, 2:00 PM CST**

Upcoming Bid Lettings

For November 02, 2022

1. P TAPU (27) (PCN 07RF) - Davison; PCC Shared Use Path & Asphalt Concrete Surfacing; Mitchell - along Norway Ave fm Burr St to Duff St, along the E side of S Rowley St fm Cabela Dr to Norway Ave, along the W side of S Rowley St fm Cabela Dr N approx 550'
2. NH 0212(186)114 (PCN 05E7) - Meade, Ziebach; Cold Milling, Asphalt Concrete Resurfacing, Pipe Work; US212 - Fm Faith to Dupree
3. NH 0073(77)146 (PCN 06PA) – Meade; Cold Milling Asphalt Concrete, Asphalt Concrete Resurfacing, Pipe Work; SD73 - Fm SD34 N 14
4. IM 0905(118)260 (PCN 06P0) - Brule, Lyman; Asphalt Concrete Resurfacing of Shoulders, Edge Drains, Repair Str Bridge, Joint & Spall Repair, Pipe Work, Lighting; I90 EBL & WBL - Fm Oacoma to 2 E of Chamberlain
5. PH 0385(58)61 (PCN 06K6) – Custer; Modify Intersection; US385 - Jct of Carroll Creek Rd
6. P 0053(11)49 (PCN 07YF) – Mellette; Full Depth Reclamation, Otta Seal & Blotter Surfacing; SD53 - Fm SD44 N 11
7. NH 0212(205)378, P0028(52)357 (PCN 07WD, 07WE) - Codington, Deuel; Polymer Chip Seal; US212 - Str 1.4 East of US81 & 1.1 Miles West of Interstate 29; SD28 - Str 2 miles East of Estelline
8. P 0020(206)299 (PCN 07AU) - Faulk, Spink; Polymer Chip Seal; SD20 - 2.8 E of SD45 over N Fork Snake Ck, 2.1, 3.3, 4.3 E of Faulk Co Line over Snake Ck and 2.1 W of US281 over Big Slough Ck
9. PH 8009(03) (PCN 04L8) - Buffalo, Hughes, Hyde; Signing & Delineation, Various County, City, & Township Roads in Buffalo, Hughes & Hyde County

Welcome

New DBE's!

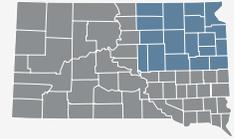
Newly Certified Firm:

Billings Coffee Company LLC dba Mountain Mudd Espresso

Billings, MT

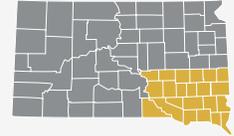
mtnmudd.com | tanya@mtnmudd.com | (406) 321-2090

Regional Lettings



Aberdeen Region

No current lettings.



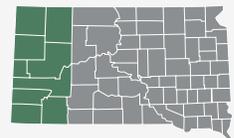
Mitchell Region

No current lettings.



Pierre Region

No current lettings.



Rapid City Region

No current lettings.

[For listings please visit the SDDOT website's Regional Lettings here.](#)