

# Up Your Game: The Construction Labor Shortage Toolkit

 Running a Better Business Series



**Trimble**  
Construction





# Your guide to understanding the ins and outs of the labor shortage.

Inside you will find:

- 4 Reasons the Labor Gap Exists
- 7 Methods to Recruit Talent
- 4 Ways to Keep Great Employees

## It's No Surprise

Contractors are struggling to hire and keep skilled workers, which is especially challenging during a time when there is plenty of work.

## What can you do?

Understanding the backbone of the labor shortage is imperative. Knowing the reasons the shortage is happening helps develop tips construction organizations can use to overcome and thrive. From understanding why talented employees appear to be scarce to using social media to attract skilled workers—this toolkit can help educate you and help find the talent needed to complete projects on time and within budget.



# 1 million

**Number of new construction workers that need to be hired in the next 2 years, according to Associated Builders and Contractors (2021)"**



# 4 Reasons the Labor Gap Exists



## 1 The COVID-19 Pandemic

We're all tired of talking about it, but every discussion of labor should consider the impact of the pandemic.

## 2 Fewer Opportunities to Educate and Motivate Recent Graduates

Trade schools and colleges with construction-oriented programs have been declining for several decades. In recent years, the trades have been reintroduced into high school and career-focused programs, but there is still not enough young talent to meet the needs of the construction workforce. Lack of understanding and unclear training tracks continue to be a problem for welding, masonry, construction project management, HVAC, or other construction industries trying to attract young workers.

## 3 Older Generations are Holding On to Their Careers

Some say that generations who started in the construction industry years ago are grasping to their careers—making it difficult for new professionals to gain opportunities and career advancement within construction firms.



**92% have had “moderate to high levels of difficulty” finding skilled workers**

(U.S. Chamber of Commerce, 2021)

## 4 Paper Processes Instead of Technology

Many construction organizations are using paper processes, back and forth email and spreadsheets, or disconnected HR management software program to recruit and track talent. These processes are slow, hard to track and unappealing to new, younger professionals who are more familiar with a digital landscape. This also creates frustration among HR teams who need an efficient way to recruit employees.

### What Can You Do?

You can take steps to increase your chances of hiring new, talented employees and attracting millennials to your organization.

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**You’ve got a lot of folks who are recently unemployed, but still don’t think of construction careers as an opportunity.**

— Brian Turnmail (AGC)



# 7 Methods to Recruit Talent in the Construction Industry



1

## Use Tools that Millennials Use

Placing job posts on Facebook and LinkedIn can help, but don't forget about Twitter and Instagram. Not only are these good recruiting tools, but social media is a way to showcase your projects, awards and other accomplishments that can make your organization shine. Does your organization offer benefits? Paid time off? Work-life balance? These are items that you can share on social media that can boost demand.

2

## Participate in a College Job Fair

Participating in a job fair is generally inexpensive, a great opportunity to educate potential candidates about the construction industry and make connections on the spot. Bring pictures of your developments, current employee testimonials—anything that can make job fair visitors excited to apply.

3

## Make the Application Process Easy. Hint: Get Digital.

Utilize modern technology solutions that accelerate the job applicant process. And, promote the use of technology solutions and technology career paths throughout your organization.

[Viewpoint HR Management](#) includes digital applicant tracking and onboarding specific to construction organizations. This includes a careers page that easily takes future employees through an application process that is fast and easy.

**According to  
ConstructionDive.  
com, women still  
make up only 9%  
of the construction  
workforce and  
only 3% of the  
skilled trades.**



## 4 Hire More Women

Good news! Many contractors and cities across the United States are advancing their own efforts to recruit, hire and train women. To get more women interested in construction, connect with local high school career programs. Reconsider the wording of job applications that could alienate or be off-putting to women. Celebrate the hard-working women that already succeed in your organization who can offer example career paths to young women.

## 5 Network. Network. Network.

It's time to look outside the market. In addition to reaching out to friends and friends of friends, try contacting your distributors, partners and vendors, and looking outside of your organization's city and even state. Many people who are seeking employment may be willing to travel or relocate for a good job.

## 6 Ask Current Employees to Say Good Things

Your organization may have a good reputation, but that may not be enough. Take a step further: ask your employees to provide testimonials. These can be posted on your website and social media pages.

## 7 Interns are Great! Hire them.

To secure workers before they even leave the classroom, some companies are offering internship programs, some with the possibility of guaranteed hire upon graduation. These internships can be a welcomed sigh of relief for those who don't have any potential career prospects after graduation.

## How Do You Keep Talented Employees?

**Take steps to make your work environment stand out and keep employees happy.**

# 4 Ways to Keep Great Employees



## 1 Know What You're Hiring For

Seem obvious? Perhaps. However, having current job descriptions that actually reflect your most recent needs are very valuable. General or old job descriptions won't help you find a good match. They can confuse potential applicants, and if you do hire someone, a lack of understanding could lead to an employee quitting too soon. To prevent this, make sure you always have current job descriptions on file for all the positions and update them regularly.

## 2 Always Be On the Look Out for Employees

Try to avoid only hiring right before a busy season or when you urgently need people—this can lead to fast, bad hiring decisions made out of desperation. So, consistently look for talent. This doesn't mean you need to post jobs constantly, but making connections with organizations in your area that can help you find good employees is a good idea. It's also worth maintaining a presence online and in your community where potential applicants can find you.

**According to McKinsey, the most gender-diverse companies are 48% more likely to perform better than the least gender-diverse companies.**



## 4 Take the Interview Process Seriously

Ensure the person conducting interviews knows what questions to ask applicants and accurately portrays the company and the position you're hiring for. You're trying to find out if applicants are a good fit for your company, but they're also trying to see if you're a good fit for them. To find a good employee and retain them, it's important both parties are happy.

## 5 Make Your Company a Place Where People Want to Work

To keep skilled workers for the long haul, you need to make your organization attractive. This means offering competitive pay and benefits, supporting employees when they need flexibility and offering training and career growth opportunities.





Finding Human Resources Management software and tools that accelerate the hiring process, deploying technologies that more tech-driven workforces want to work with and developing programs that highlight personal growth might just be the answer to attracting and keeping talent in the construction industry today.

**Learn how Trimble Construction One connects recruitment, onboarding, payroll, and more:**

**[viewpoint.com/one](https://viewpoint.com/one)**

**For more construction industry best practices please visit:**

**[resources.VIEWPOINT.com](https://resources.viewpoint.com)**





## ABOUT TRIMBLE VIEWPOINT

Trimble Viewpoint, a Trimble Division, is a leading global provider of integrated software solutions for the construction industry. Trimble Viewpoint software enables customers to integrate operations across the office, team and field to improve project profitability, enhance productivity, manage risk and effectively collaborate across the broad construction ecosystem. With nearly 8,000 clients, including more than 40 percent of the ENR 400, Trimble Viewpoint's innovations are transforming the construction industry by fully integrating operations across financial and HR systems, project management tools and mobile field solutions.

For more information, please visit [Viewpoint.com](https://viewpoint.com)

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