ConstructConnect Hires for Culture to Improve Long-Term Employee Retention

ConstructConnect helps construction professionals find, bid, and win more projects. It simplifies and streamlines the preconstruction process for commercial construction firms with the largest network, most accurate project information, and only all-in-one construction platform.

With nearly 900 employees, ConstructConnect connects the North American construction industry with the best information, technology solutions, and market relationships to drive stakeholders' success through investment in the professional growth of talent. That's why ConstructConnect turned to Humantelligence to help them measure, manage, and hire in ways that strengthen culture.

Hiring for Culture & Reducing Time-to-Hire at ConstructConnect

In today's competitive labor market, making the wrong hire or losing out on top talent is costly. SHRM's Human Capital Benchmarking Report put the average cost per hire for companies at $4,129, and Glassdoor reports that U.S. employers spend at least 42 days to hire a single new employee.

ConstructConnect began experiencing retention challenges in 2020, when team members were forced to work remotely and manage their own day to day, which led to increasing turnover across all business units. The company estimated turnover at 22.15% annually.

ConstructConnect was interested in exploring a tool in order to uncover cultural fit/motivations of new hires and a deeper understanding of the person we were interviewing.

When an employee quits, the total costs associated with individual turnovers can range from 90-200% of the employee's annual salary (SHRM). Further, the organization diverts additional resources to recruiting for the following:

1. **Time-to-replace a hire:** It can take 8-12 weeks to replace a knowledge worker, and then another month or two to ramp the new staff member up to full productivity. This timeframe is shorter for entry-level positions and progressively longer for experienced positions.

2. **Time-to-train a new hire:** Training is a necessity, but there are at least three people that are affected by this: the trainer, their manager, and the trainee. During the new hire's first 3 months, those hidden labor costs can quickly add up. In fact, studies show that even when training is done, new employees will still take 6 to 9 months before they are productive and profitable.

Part of these retention issues also stemmed from inefficient communication. Up to 20% of new hires leave in the first 45 days of employment. With headquarters in Cincinnati, OH, and six other locations in the U.S, ConstructConnect recognized

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the high costs in time and productivity when new hires did not align with team cultures.

The Impact: Better Hiring Improves Retention at ConstructConnect

KEY TECHNOLOGY: *Talent Fit for Recruiting, Culture Analytics, Engagement*

ContructConnect quickly identified the need to approach their recruiting efforts more strategically, which meant leveraging psychometrics and technology while establishing process. ConstructConnect elected to use Humantelligence's recruitment platform, part of which includes a 12-minute assessment that measures candidates' behaviors, motivators, and work energizers.

Using the following process, ConstructConnect was able to expedite the interviewing process – and go to offer more quickly – by identifying criteria for success up front and screening for candidates that fit that criteria from the onset.

- **Step 1:** Send assessment to every applicant and, unlike other systems, allow candidates to see their own results in real-time
- **Step 2:** Benchmark applicants to a Custom Profile for that specific role
- **Step 3:** Identify those with best fit with the manager, team, or against high performers and target profiles
- **Step 4:** Move selected candidates directly to interviews, using a customized interview guide that provides questions based on potential gaps/weakness and complementing strengths
- **Step 5:** Hire the best candidate for the role and team culture

This performance data, integrated with their Applicant Tracking System, UKG Pro™ People Center (formerly UltiPro®), allowed ConstructConnect to establish a strong correlation between High-Performer Profile fit and retention – making better candidate selections faster. With this process, they could better:

- Assess candidates based on team culture, role performance, and diversity of thought
- Eliminate subjectivity during interviewing
- Streamline nearly 80% of their more traditional hiring process
- Build better performing, more engaged teams

Through the expedited process, a greater number of highly aligned candidates were selected, and fewer candidates with profiles displaying mis-alignment and higher likelihood of possible failure in the role moved forward.

> "This also helped our internal communication across team members and managers in this remote world. With remote work, we are able to uncover what motivates our teams and which team members work together best. We know culture and success is not a one size fits all, so HT is a great tool for attracting and retaining talent in this new normal."
>
> – Melanie Dow, Talent Acquisition Manager at ConstructConnect™

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*Source: Case contains references and descriptions shared in HR Tech Connect Summit's end-user panel session. To view the full session, click here.

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ABOUT HUMANTELLIGENCE

Humantelligence measures team and company culture, so you have the culture and talent intelligence needed to measure, manage, and hire for culture, optimize collaboration, and build engaged high-performing teams across the organization. To learn more, visit www.humantelligence.com.