



2023 TOOLKIT

**WORKFORCE
PROBLEMS**

Solutions



**DIRT
WORLD**
S U M M I T

The Ariat® Dirt World Summit ain't your typical rah-rah conference! Sure, it's a neat few days, but it's not worth much without ACTION. That's why our team worked hard to assemble this toolkit to equip you with tactics to implement with your companies and teams. The hero we seek is the hero within...

A handwritten signature in black ink that reads "Aaron Witt". The script is fluid and cursive, with the first letter of "Aaron" being a large, prominent capital.

Aaron Witt

Chief Dirt Nerd, BuildWitt

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This is the framework we
recommend for **solving**
the people problem.

Welcome to your Ariat® Dirt World Summit toolkit. For the Summit, we brought together the best and brightest minds to help you solve the industry's toughest workforce challenges from within your own company.

Now with this toolkit, you have all the resources you'll need come Monday morning to develop your people. This is your go-to resource for every stage of the talent lifecycle, helping you to attract, hire, and develop the next generation of your workforce.



But before you dig in, we have a suggestion you may not expect: start at the Develop section and work your way backward through Hire and Attract.

Why? Picture the people lifecycle as a conveyor belt. If it's broken in the middle or the end, the material falls off (aka, people quit). Start working on the end first, so what's already on the belt stays on. Once that's in a good spot, set up the loading zone and let 'er rip.

One last thing: as you learn about the people lifecycle, think about it in the context of today. Not how things were 20, 30, or 40 years ago. Not "how we've always done it." Think about what's going on in the world and what motivates people now. Young people *do* want to work. They want long-lasting, fulfilling careers where they can contribute, learn, and grow.

If you want to transform the future of your company and the industry, you must believe this.

A construction worker wearing a white protective suit and a respirator mask is working on a structure. The worker is leaning forward, and the background shows a building under construction with scaffolding. The image is dark and has a vertical line pattern on the right side.

CHAPTER 01

ATTRACT

As the workforce ages, your top crew members are retiring left and right. That's the way it should be for them . . . but it's scary for you when young people aren't stepping up to take their place. How can you attract the next generation of workers?

It starts with developing the workers you already have (that's why we recommend reading the Develop section on **page 20** first). When you take care of the people you've already got, recruits will feel confident you'll take care of them, too.

After that, it's all about the quality and quantity of candidates you attract. You have to present your company as an enticing place for high-caliber, diverse people. In this section, we'll talk about three ways you can do that:

- Employer branding
- Recruitment marketing
- Talent Sourcing

EMPLOYER BRANDING

When you think of branding, you might think of a company name, logo, and website. But your company's employer brand is more than that.

Branding is about crafting your company's identity—like your culture, mission, core values, personality, and promises to your employees—and then showing those things off in a way that appeals to recruits.

Your employer brand is what people think of when they think of your company. And it's what makes potential candidates want to work for you. Thoughtful branding will help you fill your talent pipeline and attract more future workers who share your vision.



TIP: *Show people you have what they want. Forty years ago, that was security. Twenty years ago, it was a standard of living. Today, it's quality of life. The younger generation wants to do work that is meaningful and to be genuinely cared for while they do it.*

RECRUITMENT MARKETING

Recruitment is marketing.

Read that again.

So, what does that mean? Well, simply put it means that if you want to recruit top quality workers, you have to market yourself to them—just like you'd market to a customer.

Just posting a job description online won't propel your company into the spotlight for future talent. Neither will recycling the content that you use to attract customers.

Recruits are future employees. When it comes to recruitment marketing, think about:

- What do recruits want?
- What do future employees need to know?
- Who is the job right for?



HINT: *They don't want a list of tasks and demands. They don't need to know everything the role does (unless it's an entry-level role). And, they don't want to take a gamble on the culture. The key is to give them the highlights of the job and show them who you are.*

The great thing is that recruitment marketing can be done 365 days a year on social media and on your website, *even if you're not hiring*. It's not just for a specific job at a specific time. It's to fill your talent pipeline so you can shape the industry today, tomorrow, and beyond.

Recruitment marketing is also for all skill and experience levels. Imagine you are talking to experienced workers, high school students and their parents, and newcomers to the industry. Consider how you can peel back the curtain and bring them all in.

One way to do that is to have an evergreen general application in your hiring software (ATS) or on your career page so people can express interest and share their information with you any time. Set it up so you can easily locate people by role or skills later when you're ready to fill a position.



TIP: *Your best marketers are happy employees. They're the recruitment marketing equivalent of customer testimonials—so encourage them to share on social media about their work, and be sure to spotlight your employees on your accounts, too.*

TALENT SOURCING

By now you might be thinking, *Yeah, yeah, all this marketing stuff is great. But I can't tell people who my company is if I can't find them!* That's a fair point—and that's why talent sourcing is so important.

When there's a workforce shortage like the one the Dirt World is facing, it takes strategic and diversified talent sourcing to find the right people to fill your open jobs. Job boards and social media are two of the most popular methods to connect with recruits, but there are some others.

Have you tapped into these resources yet:

- Trade associations
- Industry networks
- High schools
- Trade schools
- Colleges
- Internship programs
- Military transition organizations
- Community organizations
- Government programs for immigrant workers
- Employee referrals

They can all help enrich your talent pool. And remember, the more you diversify your recruiting methods, the more diverse your workforce will be, which gives you a competitive advantage.

A construction worker wearing a hard hat and safety vest is working on a piece of machinery. The image is dark and serves as a background for the text.

RESOURCES

BuildWitt Creative - You can't grow your business until people know who you are. Your brand is one of the biggest reasons people want to work for you. Determining and building your brand will set the course for all other pieces of your business to come together.

www.buildwitt.com/services

BuildWitt Jobs - Connect with our vast audience of talented Dirt World job seekers who want to work in your industry. We're already reaching millions of people online and attracting them to work in the Dirt World. Now, you can have direct access to those who are actively seeking to work in the industry.

www.buildwitt.com/jobs-overview

CHAPTER 02

HIRE

You do a lot of hard work on the job, and you've done a lot of hard work to develop your culture (if not, see the Develop section on [page 20](#)).

Hiring is about finding individuals who can either do the work or who are willing to learn how to do it—and they align with the culture you've developed, too.

Easier said than done, right? In this section, we'll walk you through the steps it takes to make the right hires, including:

- Reaching potential candidates
- Streamlining the hiring process
- Providing a quality candidate experience
- Making the right selection decisions
- Extending good offers

Do these things well, and you'll build a team that's not just skilled but also in sync with each other and with the business as a whole.

REACH

When it comes to building your team, you've done what it takes to attract candidates to your company (see the Attract section on [page 6](#)). Now it's time to reach out and pull them into a specific role.

For reach, you're shifting your focus to those who are actively looking for new opportunities and to recruiting passive candidates—those who are subtly exploring their options or who are open to new roles but aren't looking super hard.

The first step to reaching these candidates is to replace long, boring job descriptions with job marketing that resonates with the right people. Job marketing still lets them know what the job is—but it also tells them why they should do this job for you instead of someone else.

Then, distribute your job openings across multiple platforms, like job boards, industry-specific websites, and social media channels. That helps you increase your chances of catching more candidates' attention.



TIP: An applicant tracking system (ATS) can help you handle the mass-distribution of your jobs to active job seekers. For passive job seekers, supplement the effort with your social media. Make sure the post speaks to recruits' needs and wants.

What DOESN'T work

What DOES work

We're hiring!

Find your dream career with us!

Know anyone who might be interested?

Looking for your next opportunity?

Exciting opportunity

Excited about big machines doing big jobs?
Now you can get in on the action!

Check out this job!

You can do work that makes a difference.
Check it out!



RECRUIT

We talked about recruitment marketing in the Attract section (see [page 6](#)). That's how you get people to notice your company and take a step toward it. Now it's time to invite those people in.

Think of recruitment as the front door to your hiring process. Is it easy to find what they need? Does your company look welcoming? Are you delighted to greet people? Do you share the reasons why people should want to come into your company, and do you make it easy for them to do so?

Recruiting is more than just posting jobs and waiting for people to prove they're motivated and interested. Maybe they're not, just yet. Maybe they don't have enough information about you. Maybe they're not sure they like what they see. Maybe they're not ready to commit.

Recruiting is when you provide the information they need to make that decision. It's your job to spark their interest and invite them in—without a long list of demands.



TIP: *Rather than looking at recruiting as a time for people to prove their interest, look at it as your chance to get them to become interested.*

SCREEN

You've got a pool of interested candidates—nice work! Now the screening process begins. This is when you start eliminating candidates who aren't a good fit and ranking the rest.

Screening happens before you start interviewing people, because efficient, effective screening helps you spend your time wisely on candidates who are the best fit. At this stage, you're looking at their application and seeing what jumps out at you as good signs or red flags.

You can use automation to screen applicants. Just be careful to use it wisely. Automation can sometimes weed out good candidates based on a "red flag" the system sees that may not actually be that big of a deal.

Helpful screening tools include:

- Your ATS
- Digital prescreens
- Personality assessments
- Background checks
- Drug screens
- Field tests
- Reference checks

Before you choose your tool(s), evaluate the ROI in terms of cost, pass/fail rate, how useful the info is, likelihood of completion, and how much time it adds to the hiring process.

It's smart to put more expensive steps toward the end of the process, since you'll test fewer applicants. Steps that have higher fail rates should come earlier, so you spend less time and money on those who are likely to fall out.

Speaking of higher fail rates, personality tests and reference checks can sometimes give you unreliable results while increasing hiring costs, extending hiring time, and increasing fallout. If you plan to use these tools, carefully choose tests that are known for higher reliability and have other screening tools in place.



TIP: *Beware of jumping to conclusions. Don't buy into stereotypical thinking about past employers, years of experience, number of jobs, employment gaps, unmentioned skills, or resume structure. Instead, write good screening questions and give the benefit of the doubt until candidates answer those questions. This will prevent you from weeding out good candidates with bad assumptions.*

INTERVIEW

The interview is your chance to dive deeper and see if a candidate's truly compatible with your company, the team they'll work with, and the specific role they'll fill. It should assess both their technical skills and their cultural fit.

Beware of two important things that cultural fit is not:

1. It is *not* a vibe check to make sure everyone thinks the same way. That's the quickest way to wind up in an echo chamber. Who would innovate? Who would challenge the status quo? You're looking for someone who values the same things as you, even—or especially—if they have a different way of achieving and thinking about those things.
2. It is *not* about age, race, ethnicity, citizenship, disability, gender, sexual orientation, marital or family status, or religion. That'd be illegal. Instead, you're looking for the character and capabilities that predict this person can succeed in your organization.



TIP: *Past behavior often predicts future behavior, so behavioral interviews are super helpful. By asking candidates to talk in detail about specific situations from the past, you can get a clear picture of the context, their thought processes, and what they learned. What they did (or learned) is a better measure than what they "would" do. These interviews also help you get to know the person on a deeper level, so you can make sure they're more than just a good talker.*

OFFER

Congratulations, you found the right person for the job! Now you've got to convince them to take it. And that means it's time for you to pony up a fair offer that'll help them meet their goals.

It's smart to scope out market rates first; they provide a foundation so you can avoid the pitfalls of lowballing. But the offer isn't solely about the base pay amount. It's about conveying how much you value the person's skills and your commitment to helping them grow.

This means supplementing base pay with other benefits, like:

- Bonuses
- Profit sharing
- Professional development
- Opportunities for advancement
- Medical and other insurance coverage
- Retirement contributions and matching
- Employee ownership
- Wellness initiatives
- Parental leave
- Flex time



Example 1: *You're a small business owner, and you can't afford to pay what a larger company in your area pays. But you do offer a strong training program with 1:1 mentoring. That's a huge incentive for someone to come work with you.*

Example 2: *You're a large company, and you can afford to pay above market rate. That's fantastic! But why stop there? Because you value your people, you decide to offer three weeks of PTO and share the profits with them.*

You can choose the best benefits when you know what your people want. In 2019, the American Society of Civil Engineers asked construction workers to rank the top four things they want in a job. Check out what they had to say:

What workers want	What it includes	Importance
Financial growth	Fair base pay, bonuses, performance-based pay, profit sharing etc.	Ranked #1
Personal challenge	Responsibility, job challenge, task variety, job importance, autonomy, etc.	Ranked #2
Career development	Promotions, learning, training, professional development, succession planning, etc.	Ranked #3
Social benefits	Flex time, fitness and wellness programs, company events, parental leave, PTO, etc.	Ranked #4

This study was called “What Do Construction Workers Really Want? A Study about Representation, Importance, and Perception of US Construction Occupational Rewards.”

You can read the whole thing [here](#)

SCALE

Scaling your team takes a well-structured hiring system. So, how do you create that system? A tech-driven approach is a good place to start.

That may sound scary, but stick with us for a second. Tech systems are helpful for two reasons.

One is that you can use them to make data-driven decisions and continuously improve your hiring process.

The other is that a tech-driven approach creates a better experience for the candidates. After all, ghosting applicants you can't or don't want to respond to does not reflect positively on your company—and it definitely does not make them want to apply again later.

With the right tech system, every candidate gets clear communication and a smoother application process. And that tech system is an applicant tracking system (ATS).

An ATS automates a lot of hiring processes that used to drain hours of hiring leaders' precious time. It can really improve the efficiency, organization, consistency, and quality of your hiring efforts.

Using an ATS helps your job postings reach more people, which attracts a broader pool of potential candidates. It lets you process more applications more efficiently. It works as an ever-growing database of future hires (and since they got good, clear communication, they might actually be interested in reapplying if you didn't hire them the first time).

Plus, it creates a more standardized hiring process and it makes it easier to comply with hiring laws—reducing your risk as an employer and keeping candidate evaluations more fair.



TIP: *A stand-alone ATS offers better configurations for scalable efficiency and a higher quality experience than an HRIS system that contains an ATS feature. Many stand-alone ATSs offer easy integrations for exporting hires to your HRIS system.*

A dark, grayscale photograph of two construction workers standing in front of a building with vertical siding. Both workers are wearing hard hats, safety glasses, and high-visibility vests. The worker on the left is wearing a dark jacket, and the worker on the right is wearing a light-colored jacket. The background shows a building and some trees.

RESOURCES

BuildWitt Jobs - Connect with our vast audience of talented Dirt World job seekers who want to work in your industry. We're already reaching millions of people online and attracting them to work in the Dirt World. Now, you can have direct access to those who are actively seeking to work in the industry.

www.buildwitt.com/jobs-overview

Shawna Armstrong - Build your construction hiring system including process, software (ATS) configuration and automation, job descriptions, social recruitment copy, and interview guides. Customized for your budget, timeline, bandwidth, and priorities.

www.shawnaarmstrong.com

CHAPTER 03

DEVELOP

In the Dirt World, development isn't just about blueprints and structures. It's about nurturing your employees and helping them grow.

From planting seeds during onboarding to cultivating leaders to retaining through retirement, this section will help you move beyond the workforce challenges you've faced in the past. Do these things, and you'll find yourself with a thriving, strong workforce full of people who are making your company—and their community—a better place.

In this section, we'll start with a basic definition of workforce development. Then, we'll cover the different ways you can develop your workforce:

- Onboard
- Lead
- Train
- Recognize
- Engage
- Support
- Retain

ONBOARD

Onboarding is often overlooked in the Dirt World. During onboarding, you show new hires the ropes, welcome them to the team, and set them up for success . . . but it's often tempting to skip this step. You need boots on the ground getting stuff done now. It's easier on the front end to let people hit the ground running and hope they'll figure it out.

But you've been in this business long enough to know that's not a good solution. Some people get frustrated and quit. (If you're experiencing turnover soon after hire, poor or no onboarding may be a problem.) The ones who stick around often make mistakes as they learn—mistakes that you pay for in terms of rework and safety accidents.

New people need onboarding to learn how to do the job efficiently and safely. Even experienced people need onboarding; they're new to your company so they need to learn what you expect of them.

When it comes to onboarding, we're not just talking about paperwork and introductions. A strong onboarding program uses an engage, align, activate approach:

Engage

Connect new hires to the team and explain exactly what their role on that team will be so they have a sense of purpose and belonging right away

Align

Explain and instill company values, align on the mission, and set the tone for their journey ahead

Activate

Teach them the skills they need to do the job right and give them easy access to helpful resources

It can include everything from a formal onboarding class during their first week to branded swag to assigning a mentor who'll help them out for their first six months. However you want to onboard your people, the main goal is that every new member belongs from day one.



TIP: *Another approach to onboarding uses the see, think, and feel method. New hires should see clear paths to success, resources to do their jobs, and how they fit into the whole. They should think they can feel confident in leadership and that their work is important. They should feel welcome, valuable, proud, supported, and part of a team. Now, consider how you can help them see, think, and feel those things.*

LEAD

You've probably heard the quote that says, "People quit bosses, not jobs." And nowhere is that quote truer than in the Dirt World. Turnover due to ineffective leadership is a very common problem—and it may be one that you aren't even aware you have.

Back in the day, a lot of crews thought leadership was just barking out orders. They thought it was pushing crews to get things done right and right now. Maybe—on a good crew—they thought it was about executing those things safely.

Efficiency, productivity, and safety are all parts of good leadership. But that's not all true leadership is about.

True leadership is about equipping and guiding a team to achieve greatness. It's about motivating and empowering your crew to take ownership of those projects.

Good leadership can't be faked and is not a part-time activity. And it requires you to take a balanced, humble approach to the way you guide your team. Let's walk through some examples so you can see what we mean:

- **If you encourage people to speak up, don't shut them down when they do.** Listen to them, even when you're uncomfortable with what they say. Their feedback is a veritable gold mine of things that could make your business—and you—better!

- **If you hand out praise when people have made you look good or made your job easier**, don't forget to support them when they are struggling or make a mistake.
- If you show compassion for personal challenges in the moment, don't just forget about it when the person comes back to work. **Show genuine care by following up to make sure they're okay.**
- If you promote a culture of respect, don't overwork your people or treat them like they're not smart. **Talk to the lowest laborer with the same respect you'd show the project owner**, because that laborer could become the owner one day.
- **Don't hold back on helping your people grow because you're afraid they'll leave for a better opportunity.** Instead, invest time and energy into them. If someone does leave, wish them well—but you'll be surprised how many people want to stay because you were willing to develop them.
- **Train your people to succeed.** If you expect somebody to do something, then teach them how—and offer ongoing support when they need it. Don't over-delegate to someone who's unprepared.
- **Be objective.** Poor leaders give promotions and rewards based on the buddy system—who they like—instead of who can do the job. If someone does their job well, give them the pay, promotion, or other rewards to reflect the work they put in for you. It helps to set objective rewards across the company, so everyone gets the same rewards for the same achievements.



TIP: *Good leadership starts with you. Whoever you are, whatever your role is in your company—it all begins with you taking ownership and setting the example. What's one thing you can do or change today to lead your team or family better?*

TRAIN

Like onboarding, training is a workforce development that lots of companies under-use. It's also one of the most important.

You've felt the pain of the workforce shortage, and with so many people retiring, you know there simply aren't enough experienced workers to go around. That means you're bringing in lots of young folks who are new to the industry—which is awesome! But that's the thing: they're new.

They don't know what they're doing just yet. They're capable of figuring it out on their own . . . but they shouldn't have to. Training brings them up to speed so they can start adding more value, faster.

Now, what about experienced employees? They don't need training, right?

Yes, they do!

The Dirt World is rapidly evolving, so your team's skills need to evolve, too. Training helps them do that. Think of it as an ongoing commitment to excellence.

Some important topics to train for include:

- Safety and compliance basics
- Introduction to industry terms and knowledge
- Technical know-how for each role
- Personal development training (remember, you're training the whole person, not just the productive crew member)



TIP: *Training starts with technical skills and industry basics, but it goes way beyond that. We're talking about the mindset, adaptability, and innovation required to thrive in an ever-changing industry. We're also talking about basic human nature: the need to continuously learn, grow, succeed, and advance. Let's equip our teams to build not just infrastructure, but long-term careers.*

RECOGNIZE

Most people in the Dirt World are incredibly humble. They take pride in what they do, and that pride can feel like its own reward. Some people may even get a little uncomfortable if you try to make them the center of attention. But that doesn't mean they want to go unnoticed and unappreciated, either.

A pat on the back or a simple gesture of approval can go a long way toward motivating your employees to keep up the good work, and true recognition goes even deeper.

It's important to acknowledge efforts, value contributions, and foster a culture of appreciation that instills pride. And it's more than just occasional applause—it's about making acknowledgment an integral part of everything you do.

Honoring and celebrating project milestones, vendor relationships, process improvements, career milestones, and more helps you build morale, a shared sense of accomplishment, and an environment where success becomes a collective mission.

As an added bonus, recognition is one area where you can make a large impact at little to no cost. And if you share it on social media, it makes for good recruitment marketing, too.



TIP: *There are lots of ways to start giving recognition. Once a month, ask everyone to nominate a teammate for exemplifying a company value and share both the winner and nominations. Set milestones, and give the people who achieve them a benefit—like a gift card or some extra PTO.*

REWARD

Rewards aren't just bonuses and aren't just for the bosses. They're a testament to the value you place on your team's hard work. They reflect just how much you believe their individual efforts contribute to the company's overall success. Don't underestimate the power of added perks. A reward system that resonates will showcase your commitment to creating an environment where employees thrive and will drive motivation across your crew.



TIP: Consider unique offerings such as free plane tickets on a company credit card mileage program, provision or use of company equipment, cold beverages/food trucks/restroom trailers on-site to ensure comfort during demanding workdays, additional paid days off, raises that keep up with inflation, allowances, memberships, reimbursements, stipends, outings, or flexible work arrangements that enable a healthy work-life balance.



ENGAGE

Engagement is the heartbeat of a thriving workplace. The opposite of engagement is quiet-quitting, which manifests as “not my job,” “looks good from my house,” “good enough,” and “nobody cares.” Your team is either engaged, or they’re not. They may pretend to be engaged, just to keep their job (while looking for another job). Would you be able to spot it? Are you intentionally creating an environment where every member is excited about contributing their best, so innovation and collaboration can thrive? Do mornings bring a sense of purpose, do people look out for each other, and do days conclude with a feeling of fulfillment? Does your team believe that together, they are creating something greater than the sum of its parts? Not sure? Ask.



TIP: *Send an anonymous survey. Promise it is anonymous, prove it, and keep your promise. Honesty without anonymity can be career suicide, and people fear rocking the boat and retaliation.*

SUPPORT

Supporting your employees in a wide variety of ways is vital to their wellbeing, especially in an industry that prides itself on being rough-and-tumble.

There are lots of reasons people in this industry need support. These jobs come with more safety hazards than other occupations, and your people will feel the physical health effects of hard labor, gas station food, and energy drinks.

The lack of financial education in school curriculums can lead your employees into money problems that cause them stress—even if you pay them well.

This industry is demanding, and that takes a toll on people’s mental wellbeing and on their family lives. The long hours, tight deadlines, dangerous work contribute to the industry’s high rates of suicide, substance abuse, divorce, and mental health issues.

And on top of all that, life is just hard. Your employees will go through hard things like the loss of a loved one, a scary health diagnosis, or even a homeownership disaster that distracts them and makes it hard for them to perform their best at work.



That's not the time to scold them and demand that they do better. Rather, all these things make genuine support absolutely essential.

Your employees spend as much—sometimes even more—time at work than they do with their own families. That makes you one of their best lines of defense against life's challenges. It's crucial for you to have support systems like mental health counseling, financial education, or childcare assistance in place to keep your team resilient, empowered, and united.



TIP: *If you can't afford to go all-out on expensive support tools, think about what you can do. You can always validate people's purpose. You can always be a good listener. You can always create connection with people (isolation is torture—that's why wardens use it to punish prisoners). Spread hope, and create an atmosphere where your employees aren't afraid or ashamed to open up about their needs and struggles.*

RETAIN

Keeping your team isn't just about providing a steady paycheck; it's about nurturing an environment of growth and fulfillment where every member wants to stay and contribute their best selves. The industry's unique challenges can pose many hurdles to employee retention. However, by examining and understanding the underlying causes of turnover and implementing tailored solutions, you can overcome them, wherever they occur in the people lifecycle.

Have an exit interview where people who leave or have left voluntarily are encouraged to share honest feedback on what you could do better as an employer. If a common theme emerges, fix it. Those who have left or are on their way out are inclined to be far more brutally honest than the active employees you survey. Seek the feedback, take it on the chin, and take ownership.



TIP: *For people who you decide to let go, consider why they were not the right fit. Then see if there's anything you need to go back and adjust in your hiring system to make sure the next person is a better fit for the role. This could include the job description, recruitment marketing, prescreen questions, and interview guides.*



RESOURCES

Ariat Crew - Ariat Crew provides personalized jackets, T-shirts, and more with our embroidery services. Show your team unity with matching embroidered logos.

www.ariatcrew.com/

BuildWitt Training - BuildWitt Training combines 800+ expert-led lessons and simple-to-use software to help construction teams grow and retain their people.

www.buildwitt.com/software/construction-training-software/

Ideon Gear - Ideon is your expert team for all things apparel. Organizations come to us with a desire to amplify their culture by building gear that fits who they are as a group.

www.ideongear.com/

Tenstar Simulation - Tenstar Simulation offers the unique ability to combine several different machine types within the same simulator hardware providing the benefit of flexible and cost-effective learning.

www.tenstarsimulation.com/tenstar

Youturn Health - Youturn Health is a virtual support program that bridges the gap between inaction and seeking treatment by making support accessible to employees grappling with stress, anxiety, depression, or suicidal ideation, wherever they are in their journey.

youturnhealth.com/



CHAPTER 04

CONCLUSION

The Dirt World is an essential industry, built by the hands and hard work of millions of wise, talented, accomplished people. And we need millions more to keep the industry going strong and our society thriving as it should.

Success—both today and in the future—hinges on valuing and developing your most precious asset: your people.

As you work to build a sustainable workforce, this toolkit will help you follow the talent lifecycle: develop the people you already employ, attract the next generation, hire them, and then develop them so you can retain them.

More than that, it'll help you create a brighter future for your organization and for the industry. You've got this!



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