

Six Reasons it's Harder Than it Needs to be to Secure the Talent You Want for Your Business

Written by: Greg Belpomme, Consultant, Heron Wolf

Hiring is extremely hard in the heavy civil realm, but does it have to be as hard as you might be making it? Here are six common reasons why businesses often struggle with unfilled positions for extended periods.

1. Your job adverts need improvement (sorry, but it had to be said!)

Take a look at one of your current job ads and imagine reading it from the candidate's perspective. Does it explain why someone should leave their current role to join your company? Chances are, it's just a list of what you do and what you want, with some generic perks like "competitive pay, paid vacation, comprehensive benefits package" thrown in. Are you feeling inspired by it? Probably not, so why would someone else?

2. Counteroffers

Have you discussed counteroffers with your potential new hire? Have you asked what they'll do when, not if, they get countered by their current employer? Or are you just leaving it to chance?

3. The candidate's sense of fulfillment

What's driving them to consider leaving their current role? Have you taken the time to figure out if your company can offer what they're truly looking for, or are you just hoping they'll make the switch?

4. Unrealistic expectations

Are you trying to pay less while expecting the best? Has the role been open for weeks because no one measures up to the last person who left? Let's be clear: they left. It's time to adapt.



You could have been training someone to meet your standards while you're still waiting for the "perfect" candidate.


5. Weak benefits package

This one's simple: improve your benefits. Stop trying to cut corners by offering subpar packages compared to competitors. Construction work is demanding, it involves long hours and requires specialized skills. If you don't take care of your team, someone else will! And don't rely on phrases like "we're a family-style business" as a selling point. Being part of a "family" style company won't help employees pay their mortgage - banks don't accept that as currency.

6. You're moving too slowly

"I need more time to think about it." While you're deliberating, someone else is taking action. Just like you wouldn't want

a candidate dragging their feet for weeks on a job offer (it would raise concerns about their commitment or perhaps their intentions to use it as leverage), the same applies to you. It's a two-way street. While you're thinking, your competition is hiring.

When talent is in short supply, hiring naturally becomes tougher. The aim isn't to pretend these challenges won't come up but to put yourself in the best possible position to handle them effectively. It's no coincidence that the companies that do well in these areas tend to have great people, great projects, and, ultimately, great reputations. 



About the Author

Greg Belpomme is a consultant at [Heron Wolf](#), specializing in talent acquisition and retention for heavy civil construction firms in the New York City area. With a focus on talent sourcing, enhancing benefits packages, succession planning, and positioning companies as top employers in the industry, Greg blends people skills with data-driven insights to create impactful, people-centric solutions. Greg is a speaker, where he shares best practices and strategic insights to help elevate businesses across the sector, and he has also established a Minority, Women, and Business Diversity Enterprise (MWBDE) division within his firm.

Any views and opinions expressed in this article may or may not reflect the views and opinions of the Construction Management Association of America (CMAA). By publishing this piece, CMAA is not expressing endorsement of the individual, the article, or their association, organization, or company.