

Environmental  
Compliance  
Navigator 2024™

*Presented by*

**AARCHER®**

Nashville | September 9-10



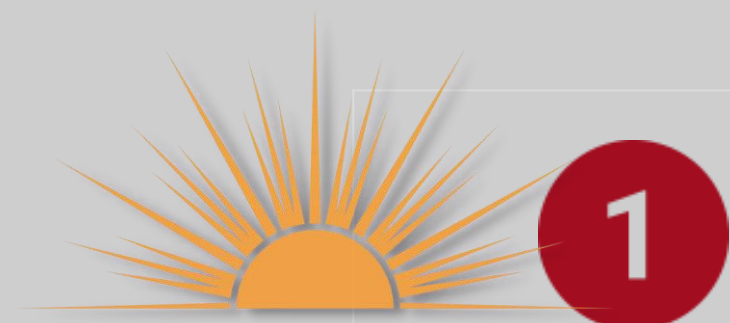
# 4 'Pillars' of Talent to Drive Recruiting and Retention



**Jeremy Clarke, CTSA, CIP**  
COO | Managing Director, Talent  
Zweig Group



# TALKING POINTS:



1

STARTING WITH A FRESH START  
BUILDING YOUR TALENT PHILOSOPHY

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2

TURNING PHILOSOPHY INTO STRATEGY  
THE 4 PILLARS OF TALENT

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3

SUMMARY / CONCLUDING REMARKS

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1

# Starting with a Fresh Start:

Building Your Talent Philosophy





## “THE GREAT DISCONTENT” SIGNIFICANTLY IMPACTED THE RECRUITING & RETENTION LANDSCAPE

1

Produced high demand and short supply of skilled workers.



2

Entire labor market shifted in favor of employees.



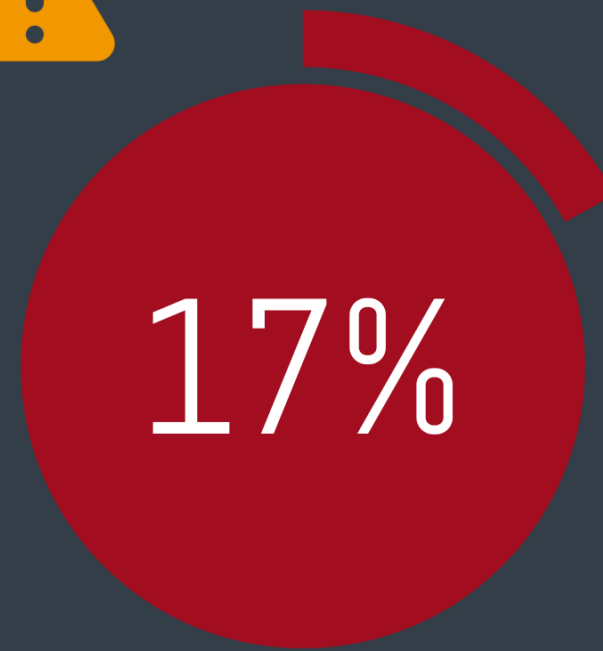
3

This fresh empowerment enabled emp. to demand better pay/benefits



# The Aftershocks of 'The Great Discontent'

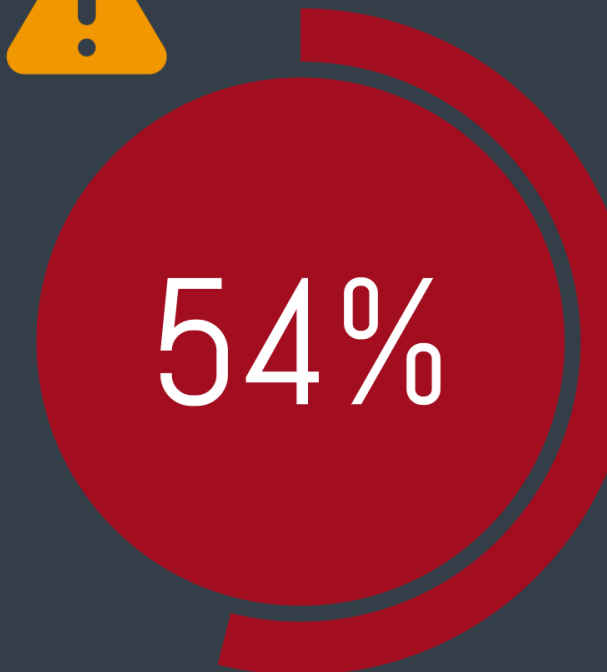
## RETENTION



Average turnover rate  
eclipsed 17% in 2023



Over HALF of staff would  
consider leaving their current  
firm

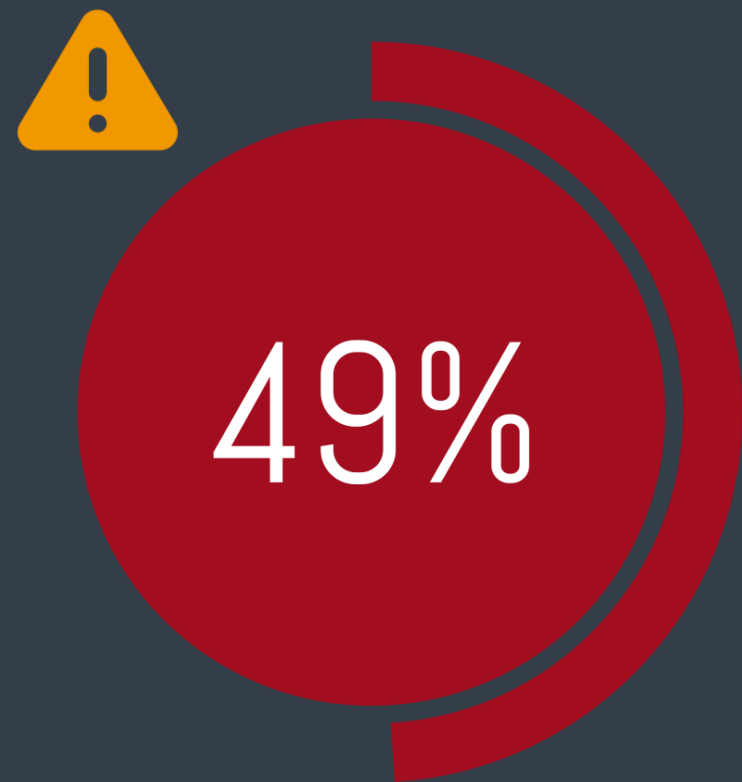


...Over HALF of those are  
motivated by more \$\$ and  
Advancement

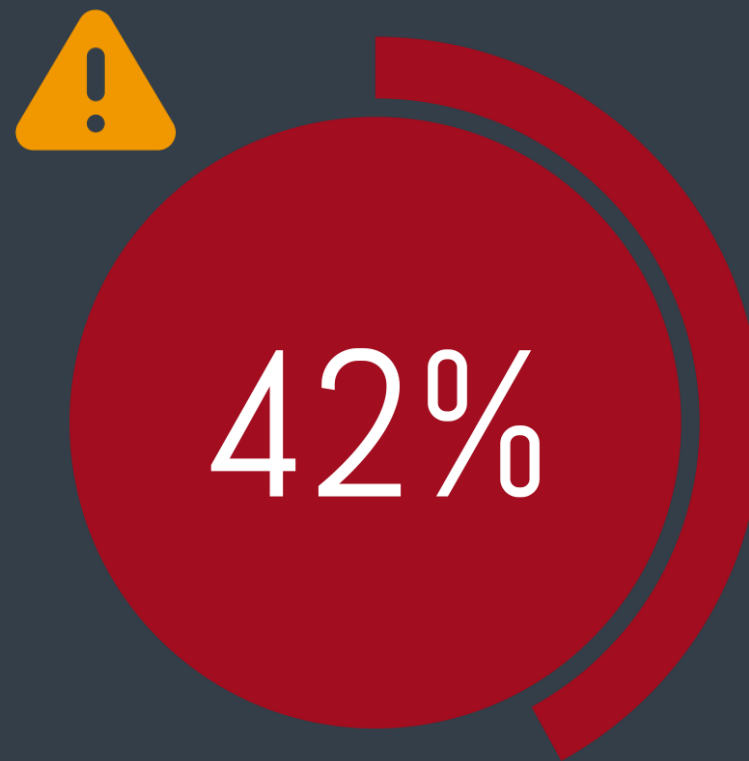


# The Aftershocks of 'The Great Discontent'

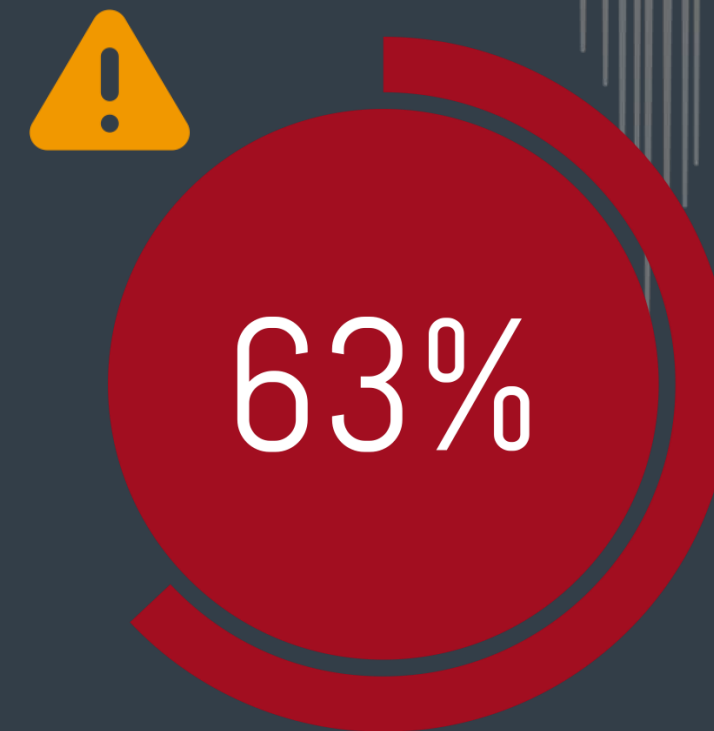
## RECRUITING



Average industry **Counter-Offer Rate** in 2023



Average **Candidate Drop-Off Rate** in 2023



% of candidates who **declined** offers due to **unsatisfactory pay and advancement**

Sources:  
ZG 2023 Recruiting & Retention Report  
SHRM 2022 Employers Benchmark Report  
2022 Stanton House Statistics  
2022 NACE  
L2023

# AND YET...



52%

**% of Firms without a formal  
compensation / org development  
matrix**



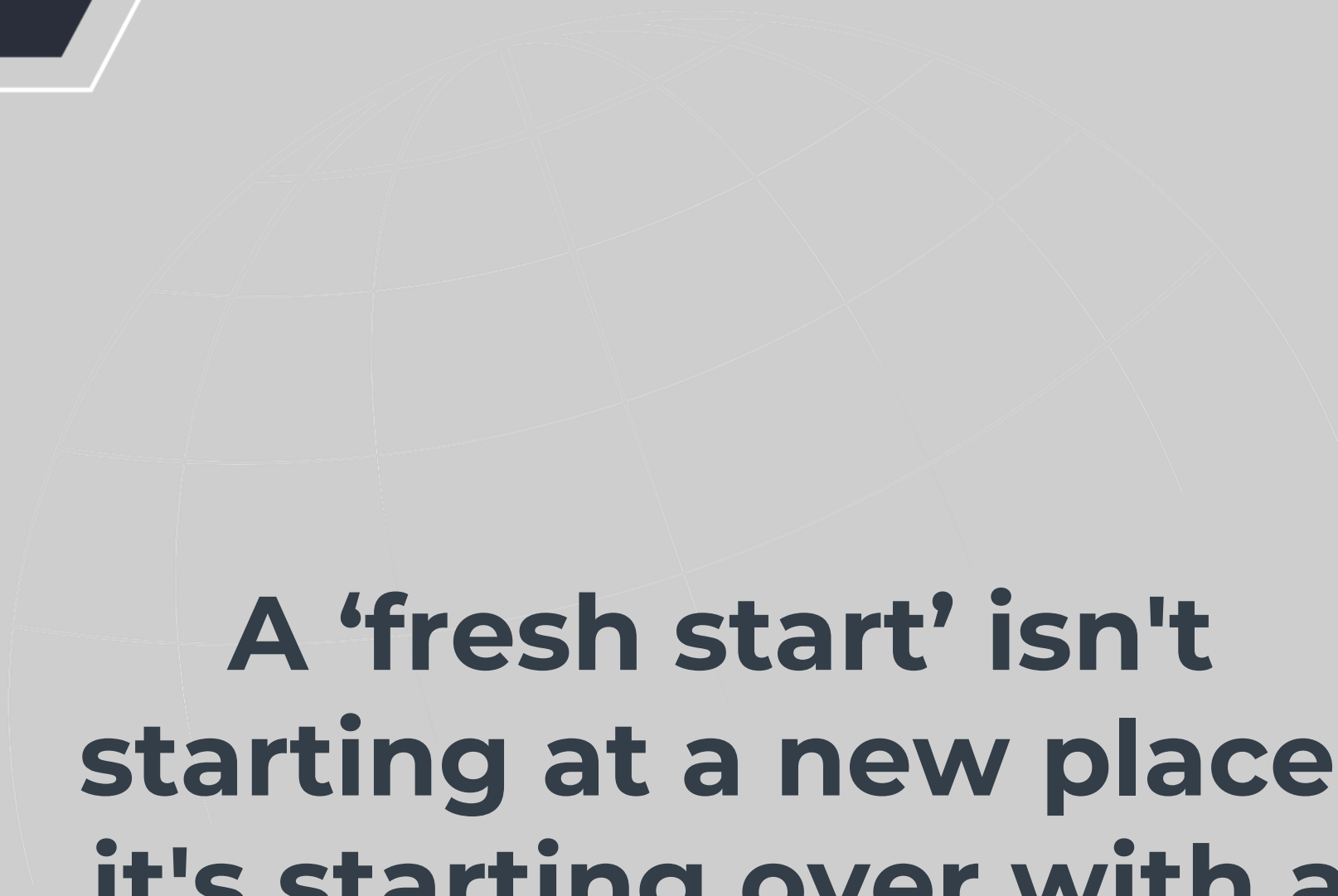
83%

**% of firms that don't educate employees  
on compensation and advancement  
factors**





# THE WORLD OF WORK HAS CHANGED...



A 'fresh start' isn't starting at a new place, it's starting over with a new mindset.



**“Starting with a  
Fresh Start” Means:**





**A BASELINE TALENT  
PHILOSOPHY SHOULD...**

**S**

**SHAPE...**  
how your firm  
compensates &  
rewards emp's.

**P**

**PROMOTE...**  
a fair & merit-  
based culture

**E**

**ENGAGE...**  
the war to win  
and keep great  
talent

**A**

**ALIGN...**  
with your firm's  
mission, objectives, &  
market

**R**

**REFLECT...**  
good investment  
and ROI





# QUESTIONS TO ASK YOURSELF



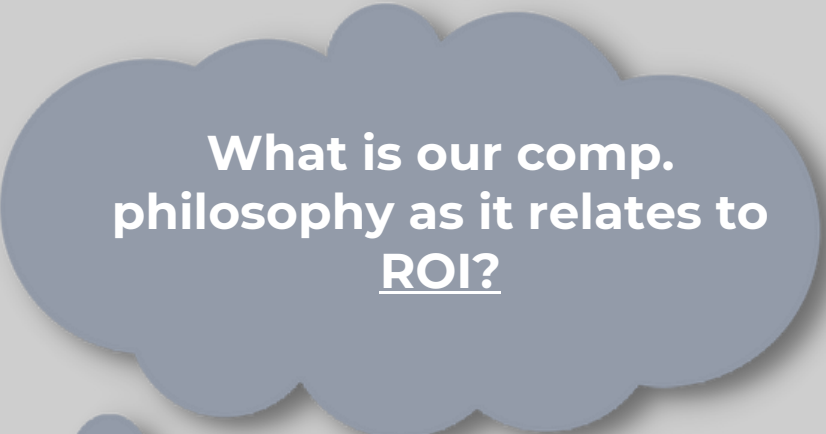
What is our philosophy for attracting & retaining talent?



What is philosophy for advancement ?



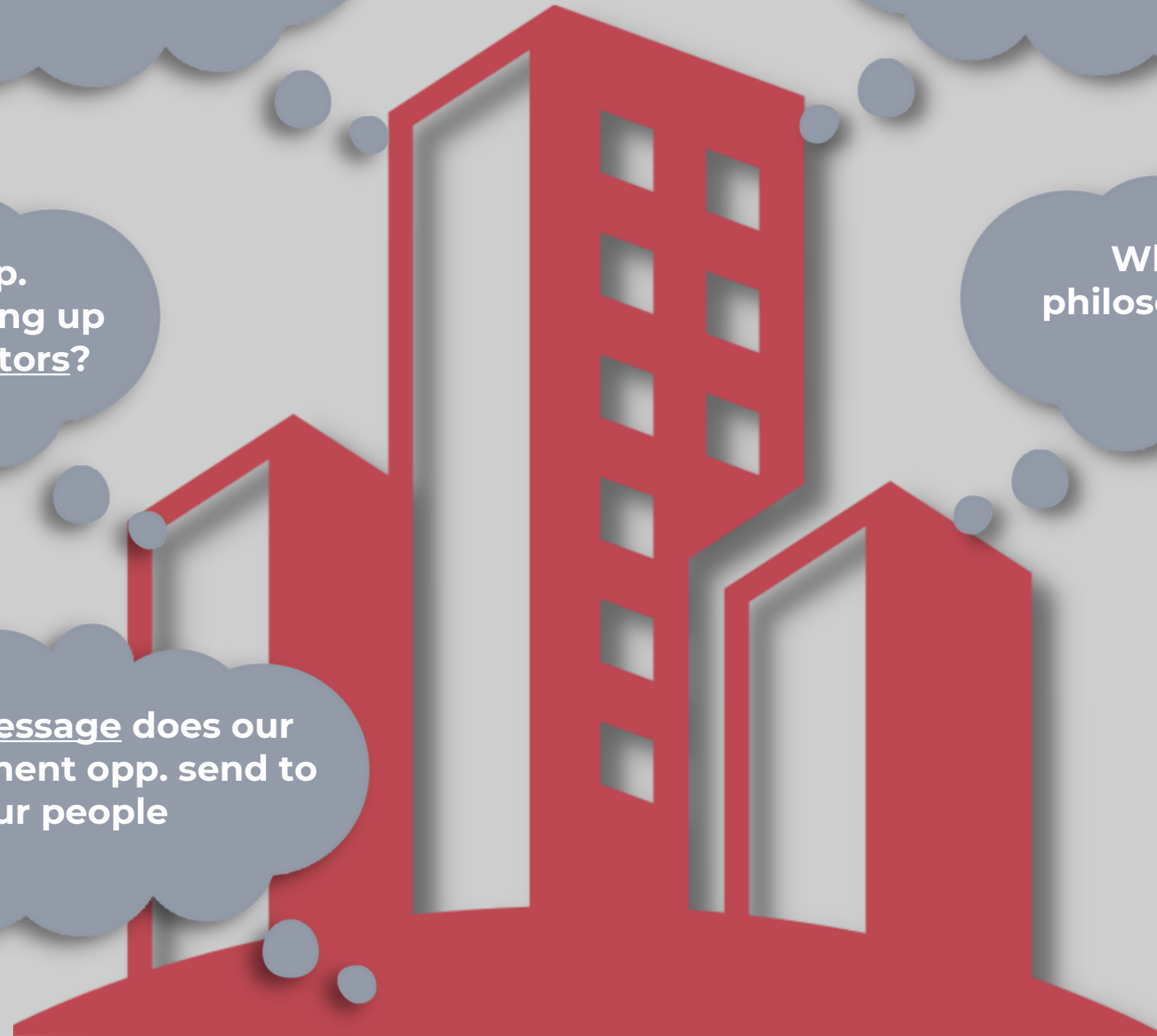
What is our comp. philosophy for stacking up against our competitors?



What is our comp. philosophy as it relates to ROI?



What message does our advancement opp. send to our people



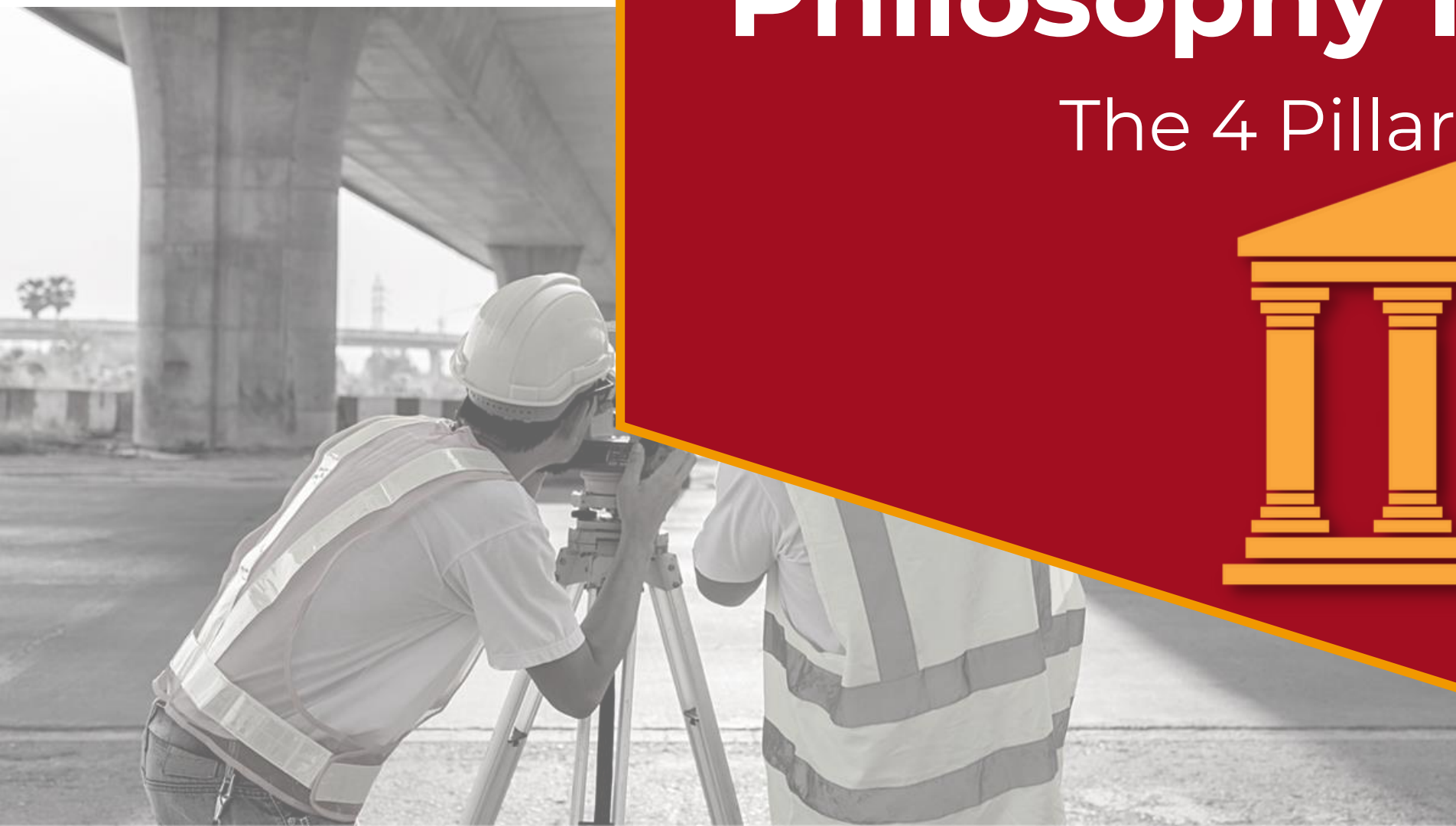




2

# Philosophy Into Strategy

The 4 Pillars of TALENT





**“If you don't create a great place for people to work, eventually you won't have people... and the people you do have won't do great work.”**





# Some Telling Data...

Compensation / Benefits  
**59%**

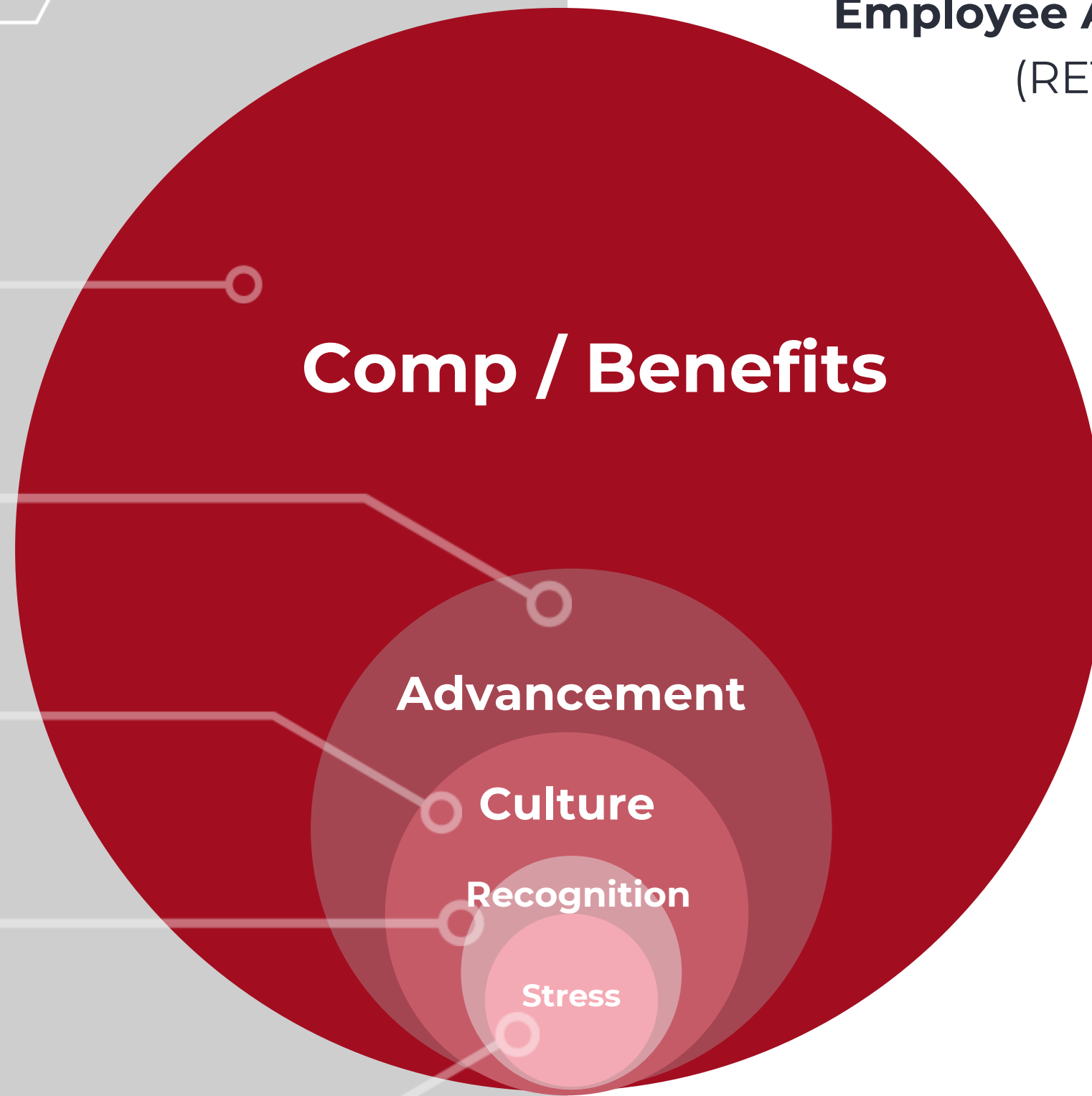
Advancement Opp.  
**15%**

Firm Culture  
**10%**

Recognition  
**8%**

Stress  
**8%**

## Employee Attrition Reasons (RETENTION)

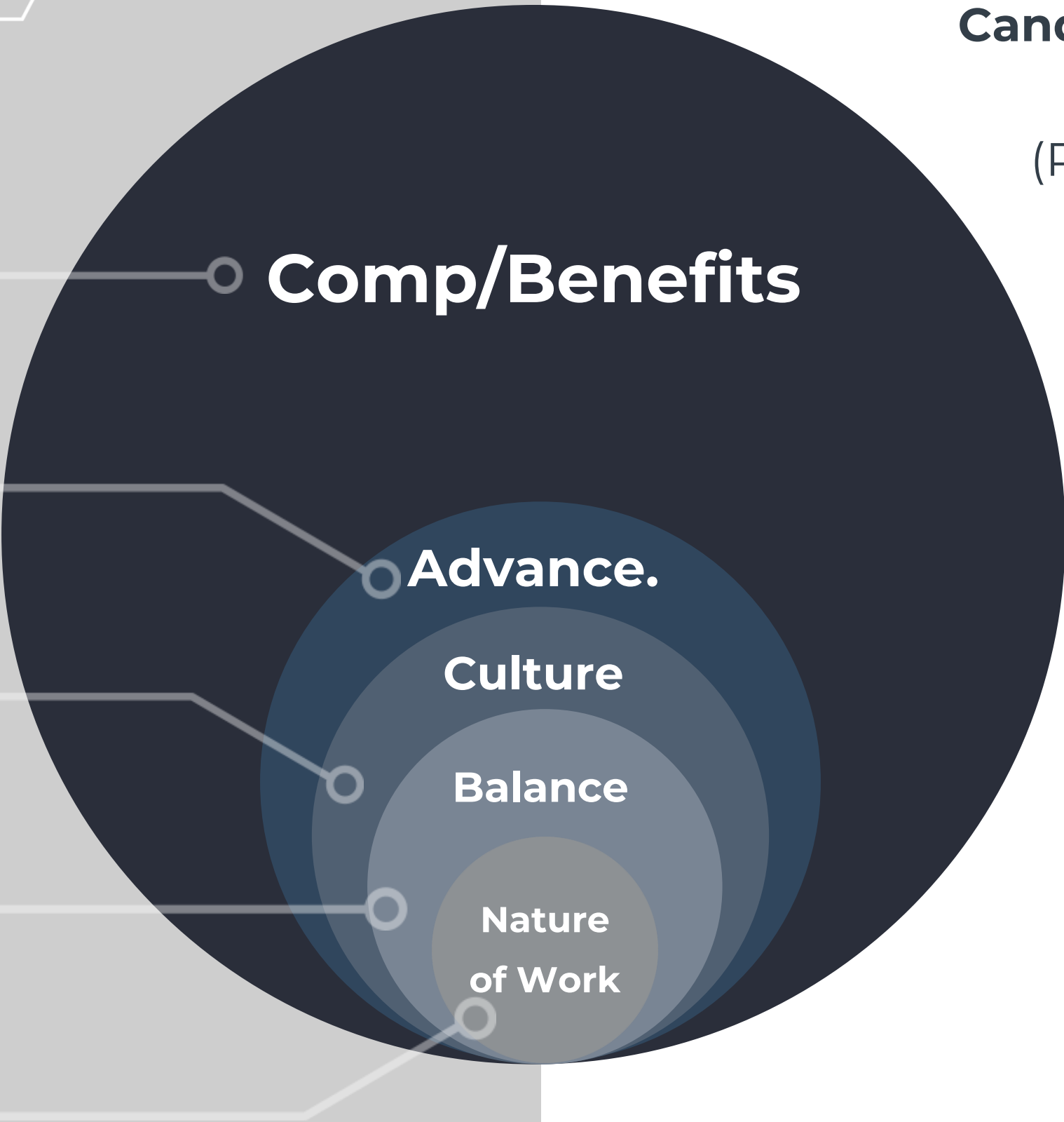


Source: Zweig Group  
2023 R&R Report



# Some Telling Data...

- Compensation / Benefits  
**49%**
- Advancement Opportunity  
**18%**
- Firm Culture  
**14%**
- Perceived Work/Life Balance  
**12%**
- Nature of Work  
**7%**



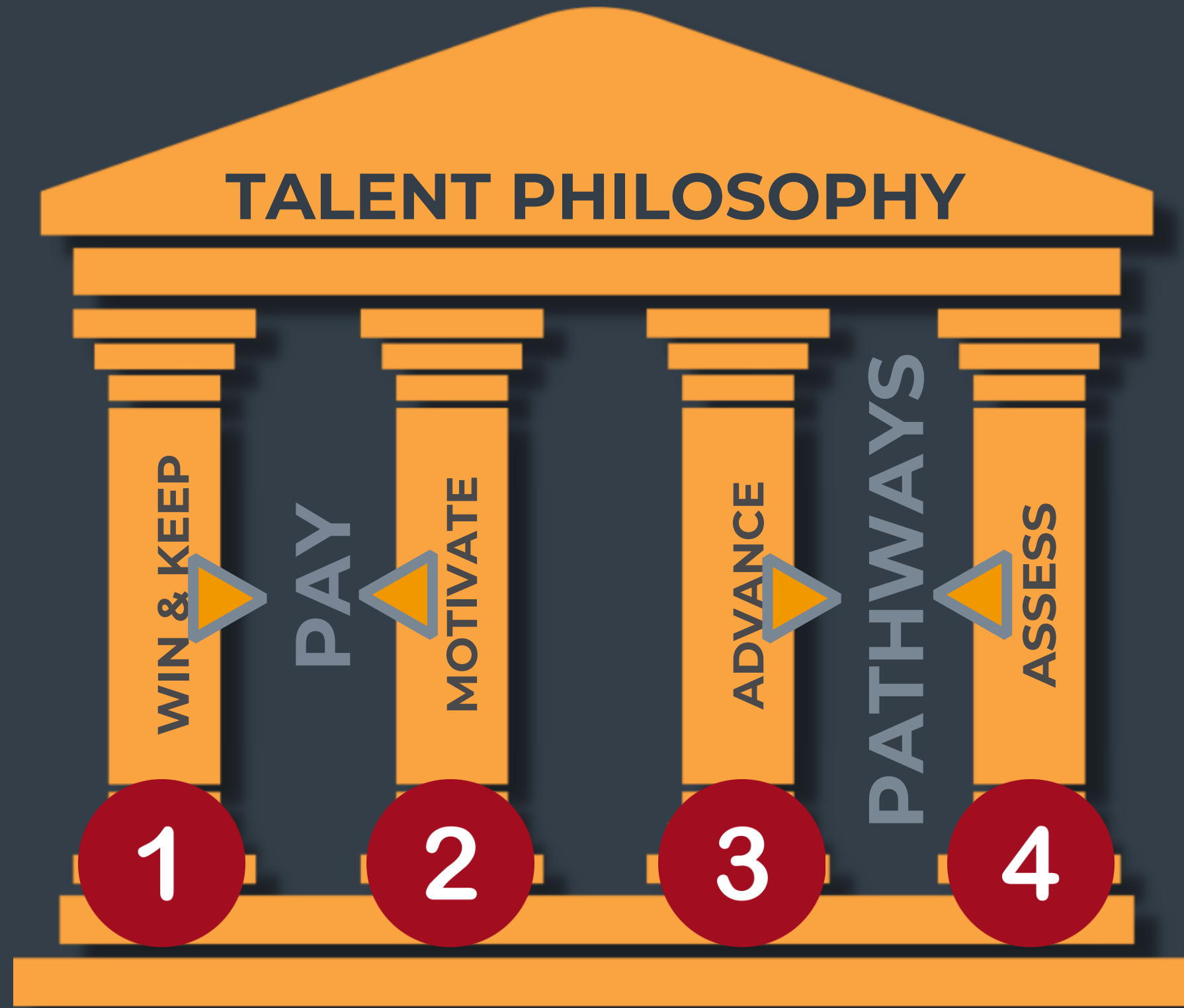
## Candidate Attrition Reasons (RECRUITING)

Source: Zweig Group  
2023 R&R Report



WINNING & MAXIMIZING

# The 4 Pillars of Talent



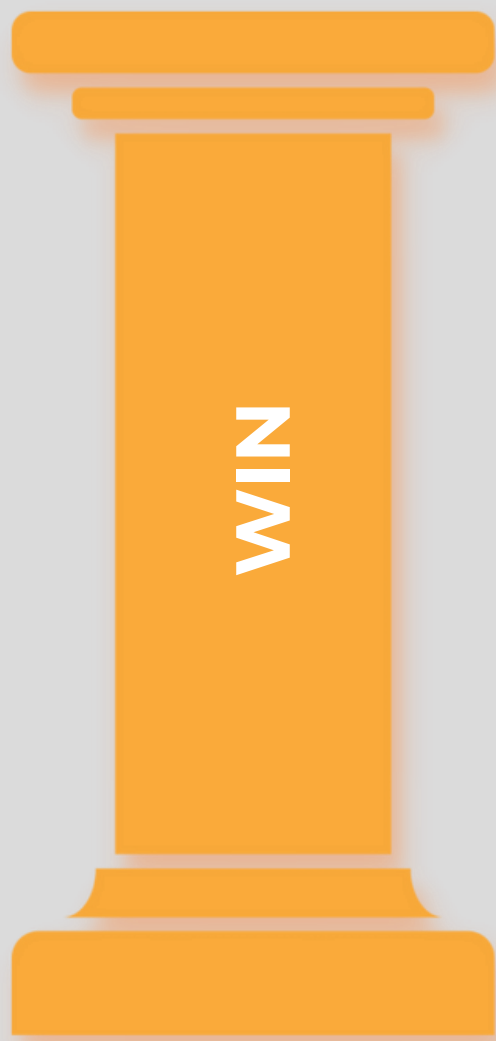


# The 4 Pillars Defined

## “PAY”



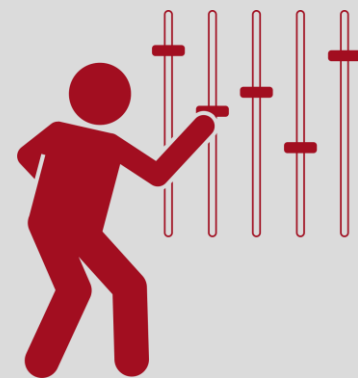
1



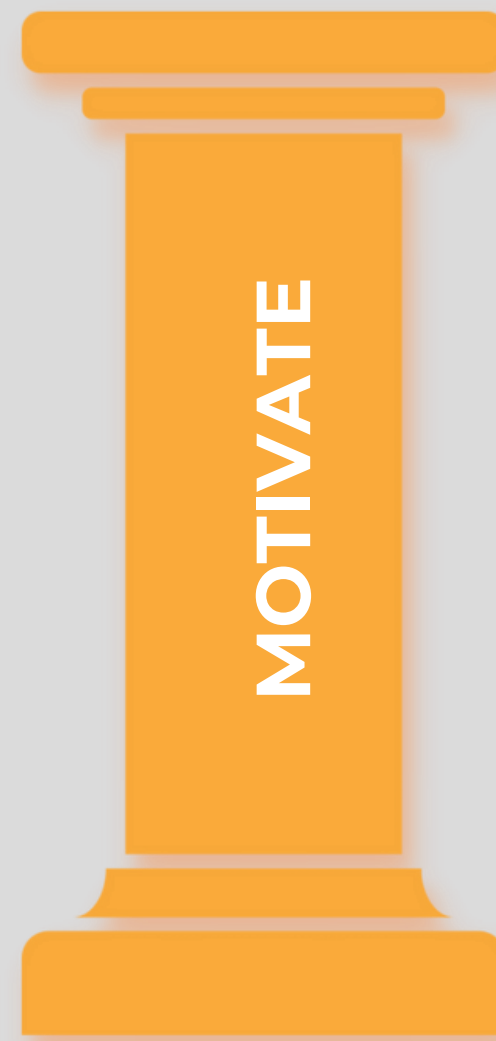
**KEY PHILOSOPHY:**  
“CONSTANTLY CALIBRATE”

**TALKING POINTS...**

- KNOW STANDARDS
- KNOW COMPETITION
- COMMUNICATE VALUE



2



**KEY PHILOSOPHY:**  
“IMPACTFULLY INCENTIVIZE  
& INVEST”

**TALKING POINTS...**

- MERITOCRACY
- ROI
- IMPACT PEOPLE
- IMPACT POSITIONS





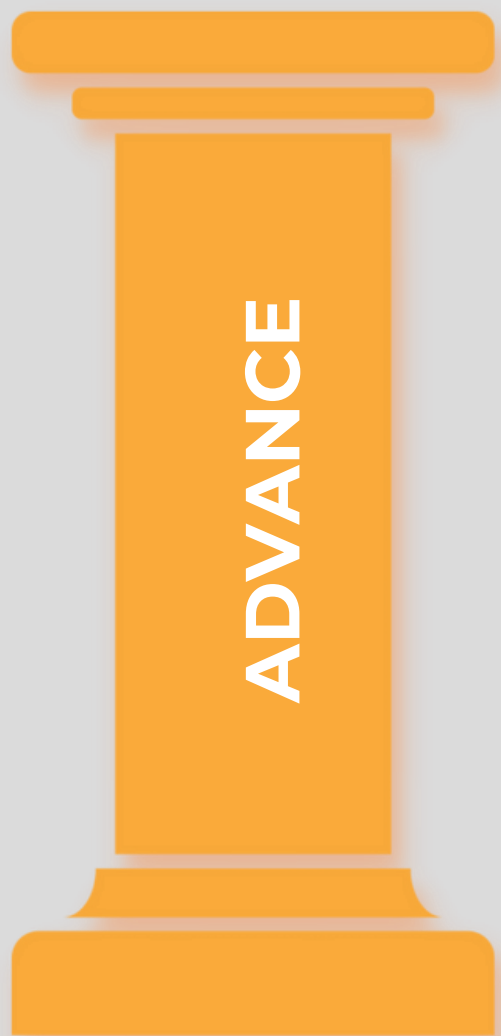
# The 4 Pillars Defined

## “PATHWAYS”



“PROMOTE”

3



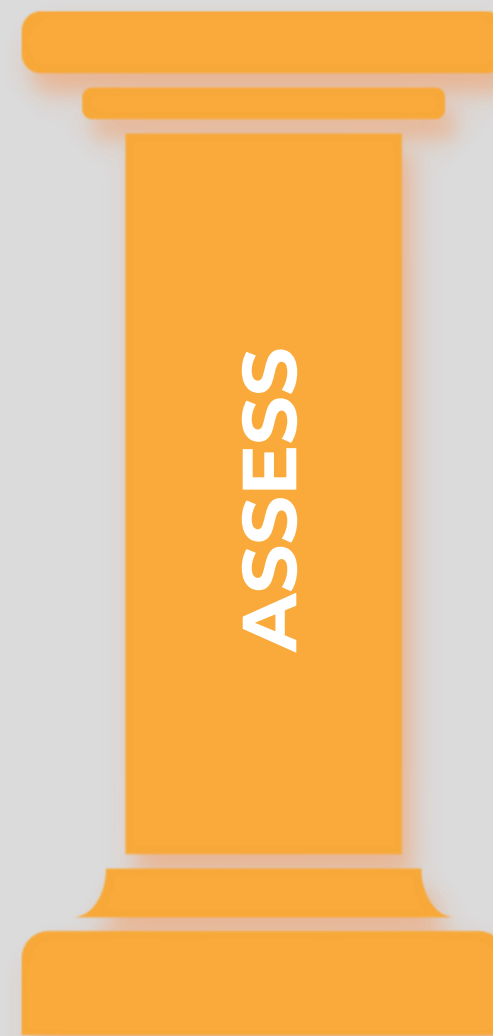
**KEY PHILOSOPHY:**  
“GIVE A VISION”

**TALKING POINTS...**

- COMPETENCIES MATRIX
- POSITION DESCRIPTIONS
- ROLES LIBRARY



4



**KEY PHILOSOPHY:**  
“GAUGE & GUIDE”

**MAXIMIZE ROI...**

- INTENTIONAL EVALS
- OBJECTIVE EVALS
- INFORMAL CHECK-IN

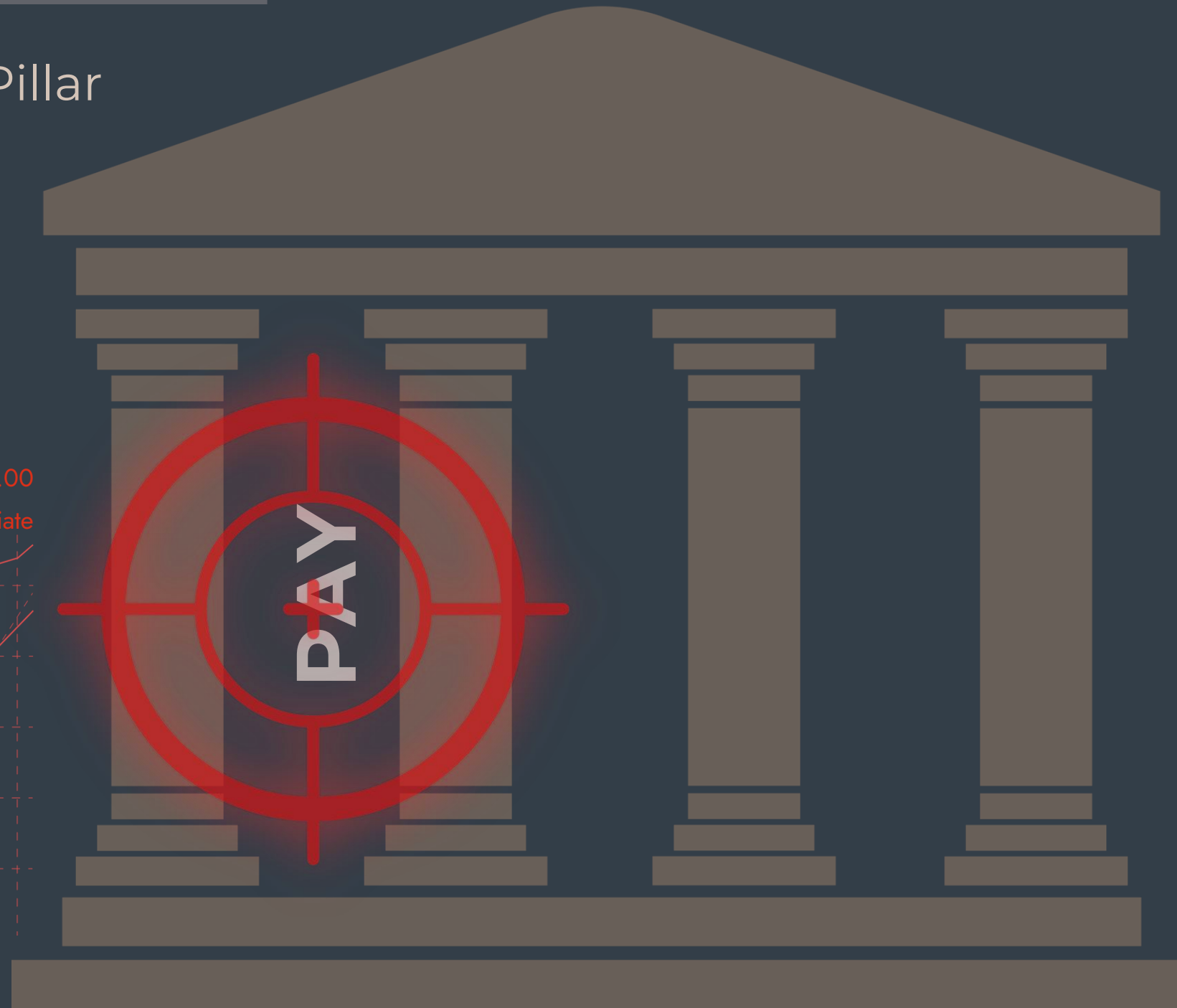
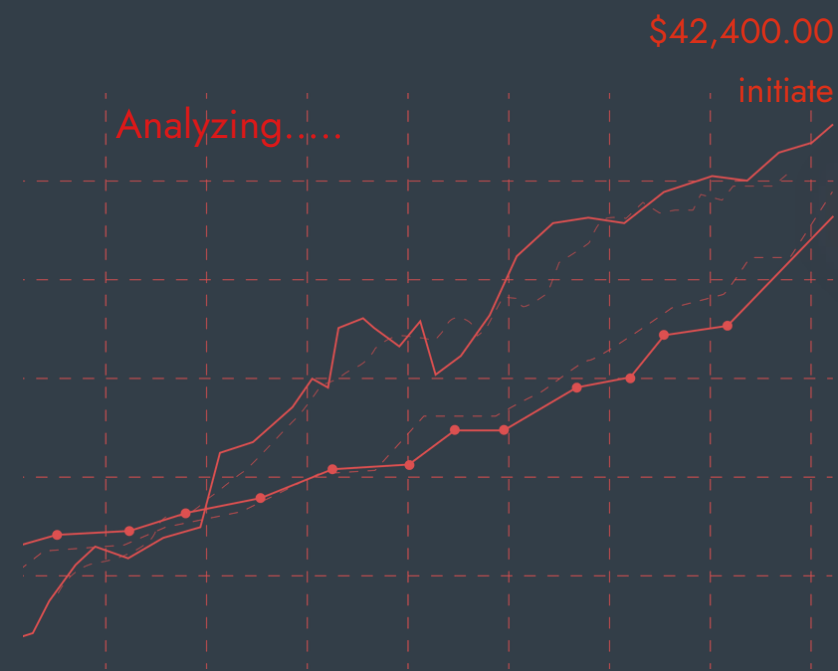


# TURNING TALENT PHILOSOPHY INTO TALENT **STRATEGY**

A Strategic Look at Each Pillar

## “PAY”

- Win
- Motivate







# WIN & KEEP

“CONSTANTLY CALIBRATE”

## “PAY”

### LEARN

Industry Standards & Practices

Table 2-37:  
Breakdown: Environmental Scientist, Project Manager

Lower Quart	Median	Upper Quart.
\$79,783	\$116,430	\$98,576

 2024 Salary Report of Central Engineering Firms

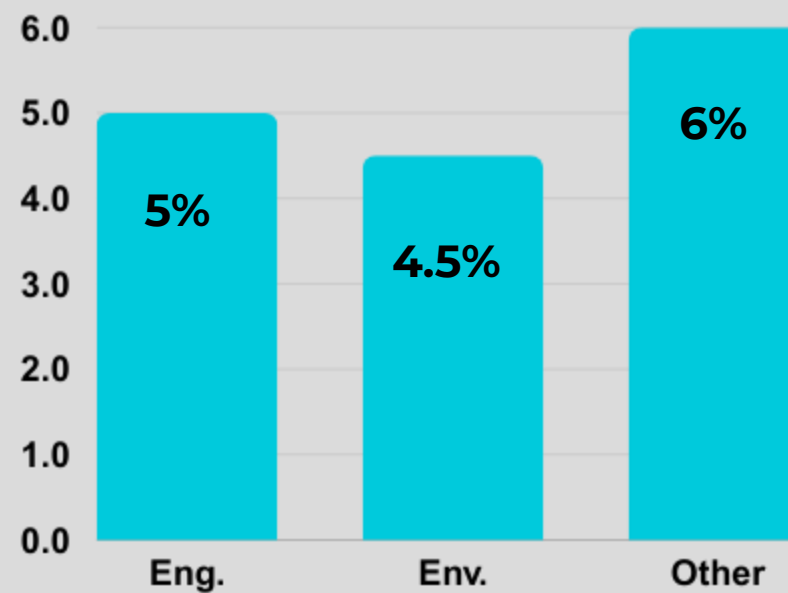
#### DID YOU KNOW?

The median salary for an Env. Scientist (PM) in IL is \$116K

\*Zweig Group  
2024 Salary Report

### ADJUST

Your Competitive Standing



#### DID YOU KNOW?

The avg. annual salary increase for an Env. Services firm in 2023 was 4.5%

\*Zweig Group  
2023 Salary Report

### SHOWCASE

Your Compensation Strengths



You can build trust & motivate employees by sharing the true value of their total rewards package.

Payscale - 2024 Comp.  
Best Practices Report

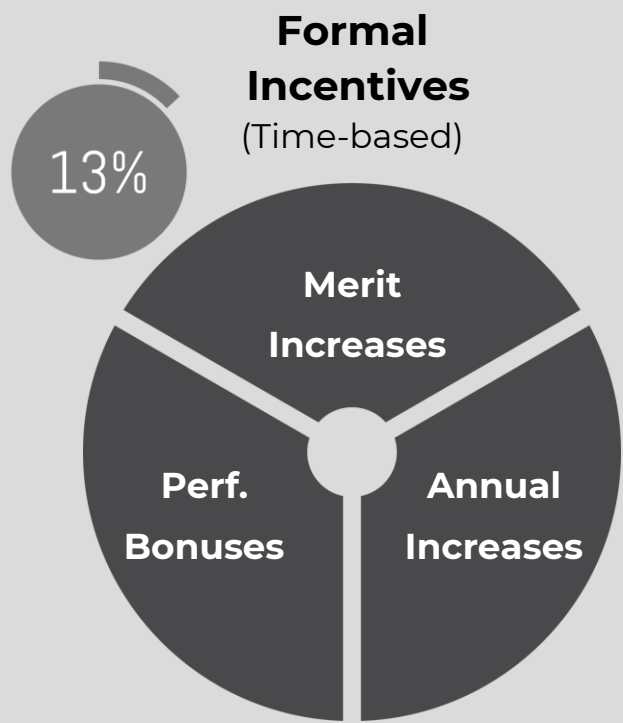


# MOTIVATE

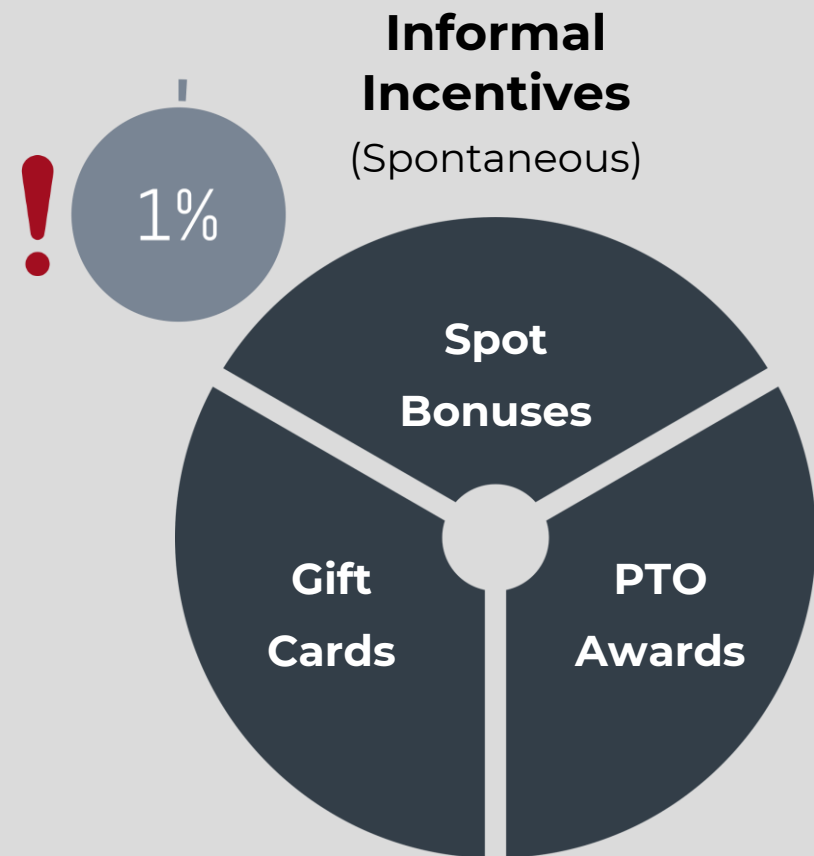
"INFORMALLY INCENTIVIZE"

## "PAY"

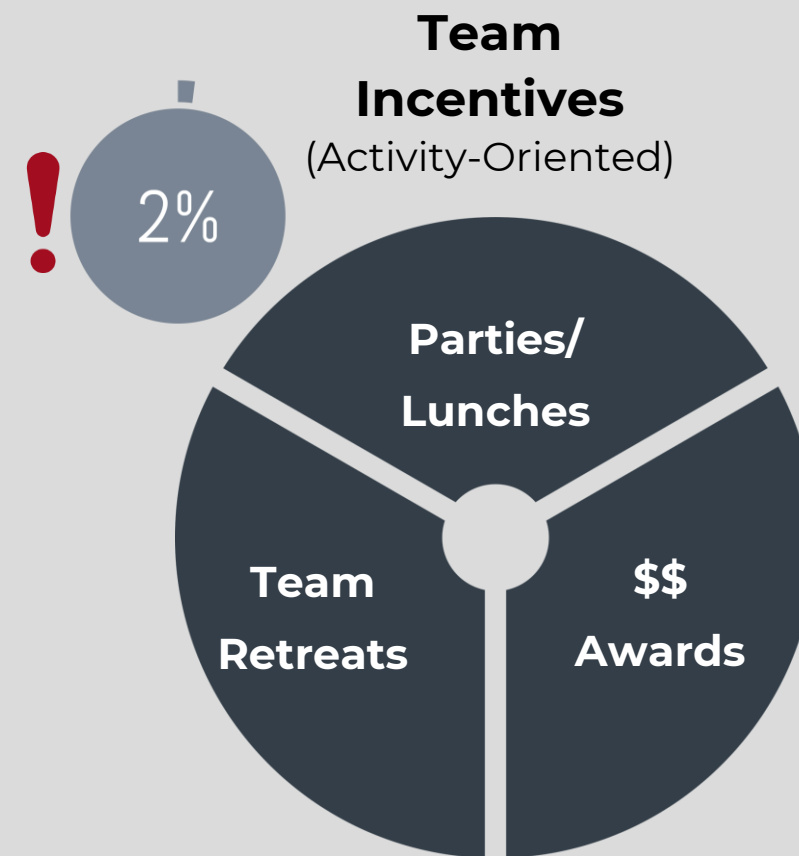
### ENHANCE INFORMAL INCENTIVES



- Attracts / Retains Talent
- Drives Achvmt of Firm's Goals



- Personalizes Appreciation
- Reinforces Desired Behavior
- Drives Achvmt of Firm's Goals



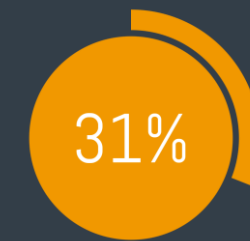
- Reinforces Teamwork
- Fosters Firm's Culture
- Strengthens Co-worker Bonds



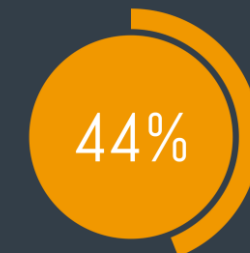
Say spontaneous awards make them feel more appreciated.



Want to receive more recognition from their immediate manager.



Firms that give regular spontaneous incentives have 31% lower vol. turnover



Team incentives increase performance by up to 44%.

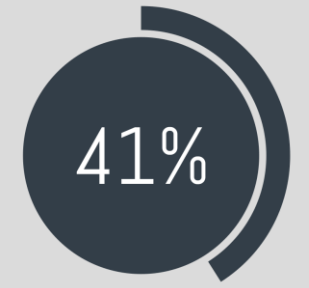
\*Source: SHRM 2022 Compensation Study

\*Source: 2023 Bucketlist Employee Recognition Study



## MOTIVATE (cont'd) "IMPACTFULLY INVEST"

# "PAY"



% of firms giving annual  
across the board raises

### COMPENSATION IS AN INVESTMENT (INVEST WISELY!)

# 1

## IMPACT PEOPLE



**INCREASE IS NOT INDEPENDENT OF INPUT!**  
Practice competency-based perf. mgmt

- ✓ Focus \$\$ on people who achieve / make biggest impact
- ✓ Prevents costly ATB increases that put a strain on profit
- ✓ Creates culture of continuous self-improvement

# 2

## IMPACT POSITIONS



**INCREASE IS NOT INDEPENDENT OF IMPACT!**  
Prioritize comp. for roles having greatest impact on revenue

- ✓ Ensures firm's investment is aligned w/key business goals
- ✓ Enhances retention capability for core skill-sets and roles
- ✓ Attracts top industry talent into key operational roles

# TURNING TALENT PHILOSOPHY INTO TALENT STRATEGY

A Strategic Look at Each Pillar

## “PATHWAYS”

- Advance
- Assess



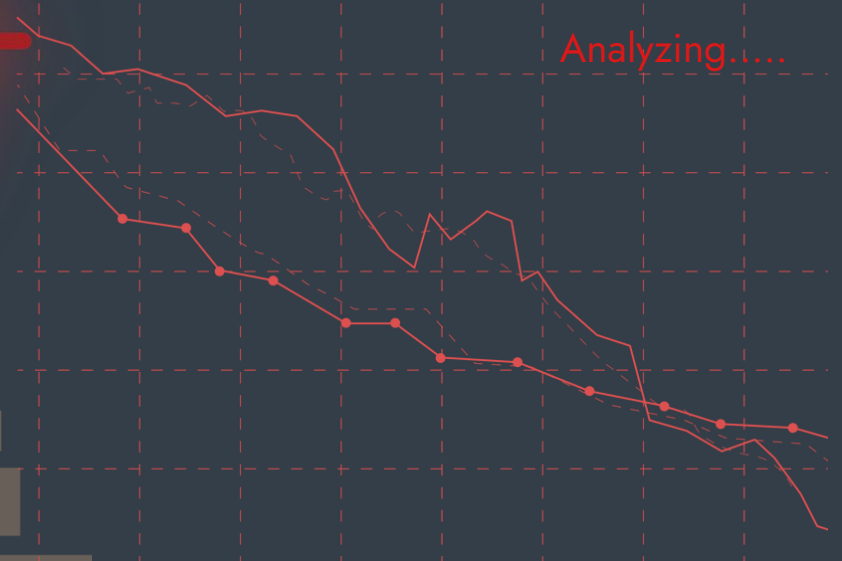
42.50125

63.4%

\$42,400.00

initiate

Analyzing.....





# “PATHWAYS” IS CODE FOR ORGANIZATIONAL DEVELOPMENT

## WHAT IS OD:

Practice of cultivating the development of people to accomplish better organizational performance.

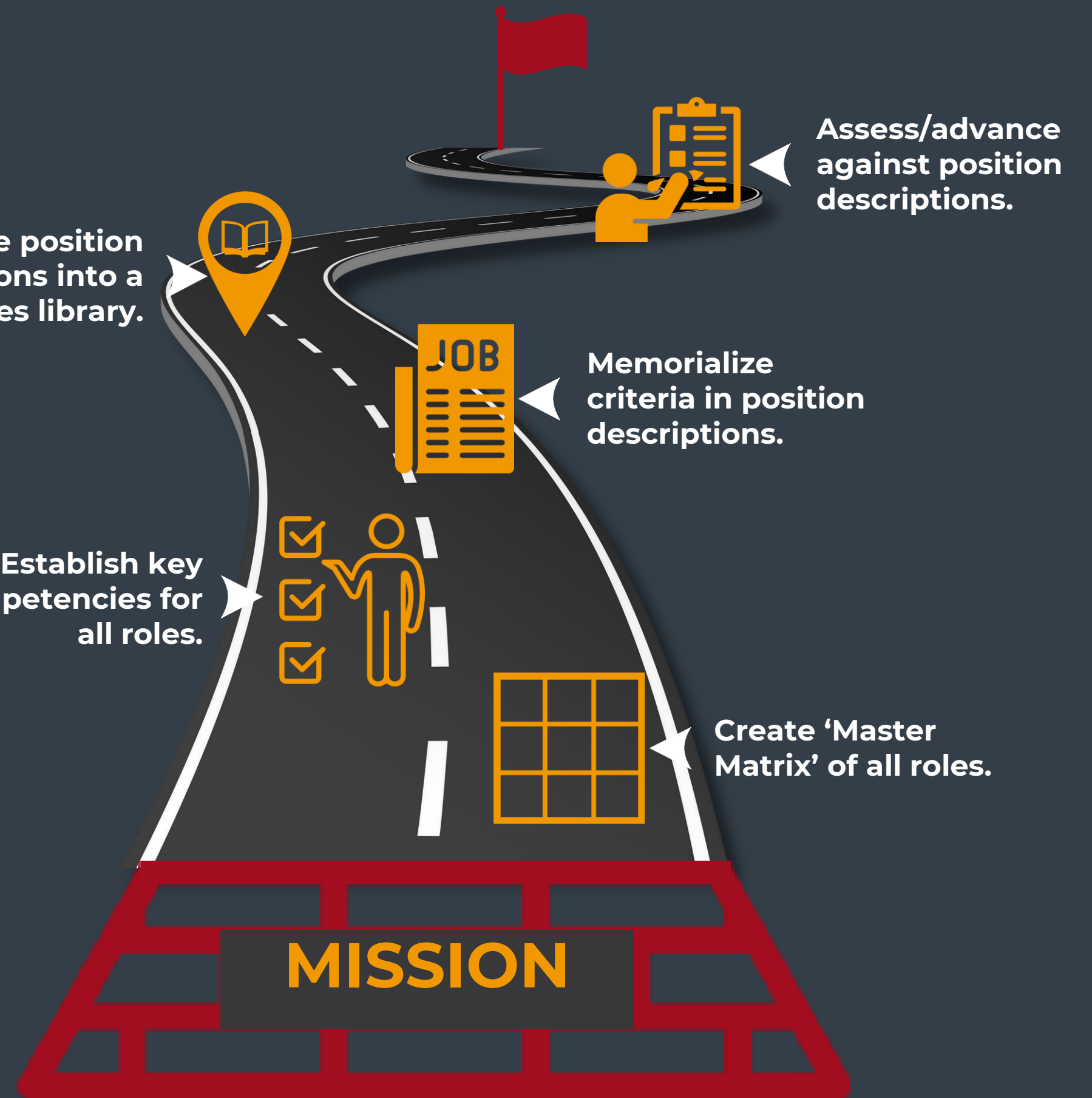
Catalogue position descriptions into a central roles library.

Establish key competencies for all roles.

Memorialize criteria in position descriptions.

Create 'Master Matrix' of all roles.

Assess/advance against position descriptions.





**ADVANCE**  
"GIVE A VISION"

**"PATHWAYS"**

## ANALOGY...

### TRANSIT SYSTEM

- CITY: Your Firm/Company
- CITY MAP: Your Firm's Mission
- CITIZENS: Your People

### EVERY CITY NEEDS A GOOD TRANSIT SYSTEM!

#### WITHOUT ONE:

- Every citizen taking their own path.
- Relying on word-of-mouth for directions.
- No clarity that you're going the right way.

MAP OF:

**'Environmental Excellence, Every Time.'**





An OD matrix is like introducing a well-mapped transit system.

1 MAP (MISSION) / 4 TRAINS (MODE)

PLANNING WASTE WATER REMED.

1

Everyone understands their train's destination.  
(MISSION)

2

Everyone understands which train their on.  
(DEPT/TEAM)

3

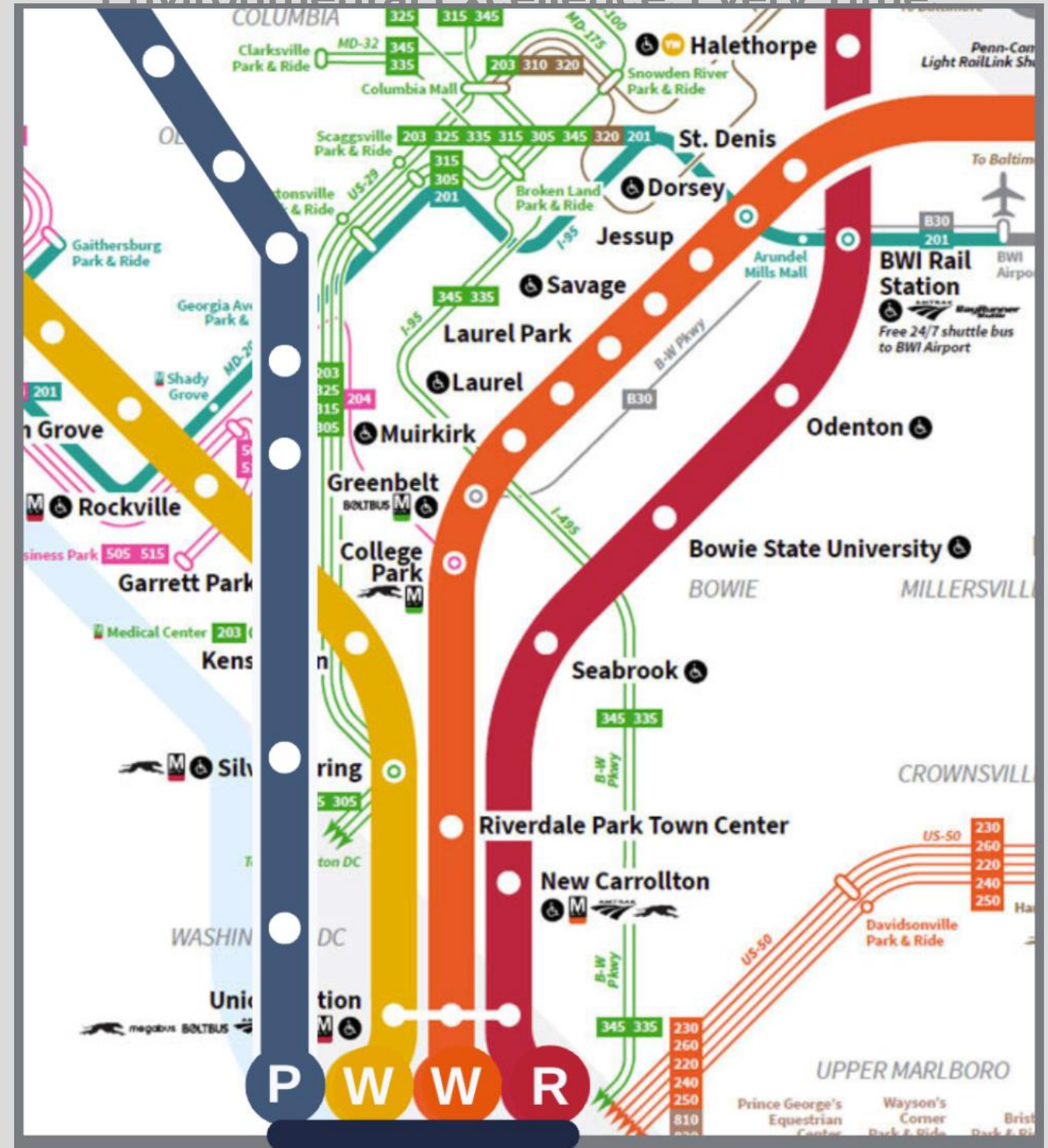
Each train gives clear markers for stops along the way.  
(ROLES)

4

Each stop measures progress toward destination.  
(PERF. MGMT)

MAP OF:

'Environmental Excellence Every Time'

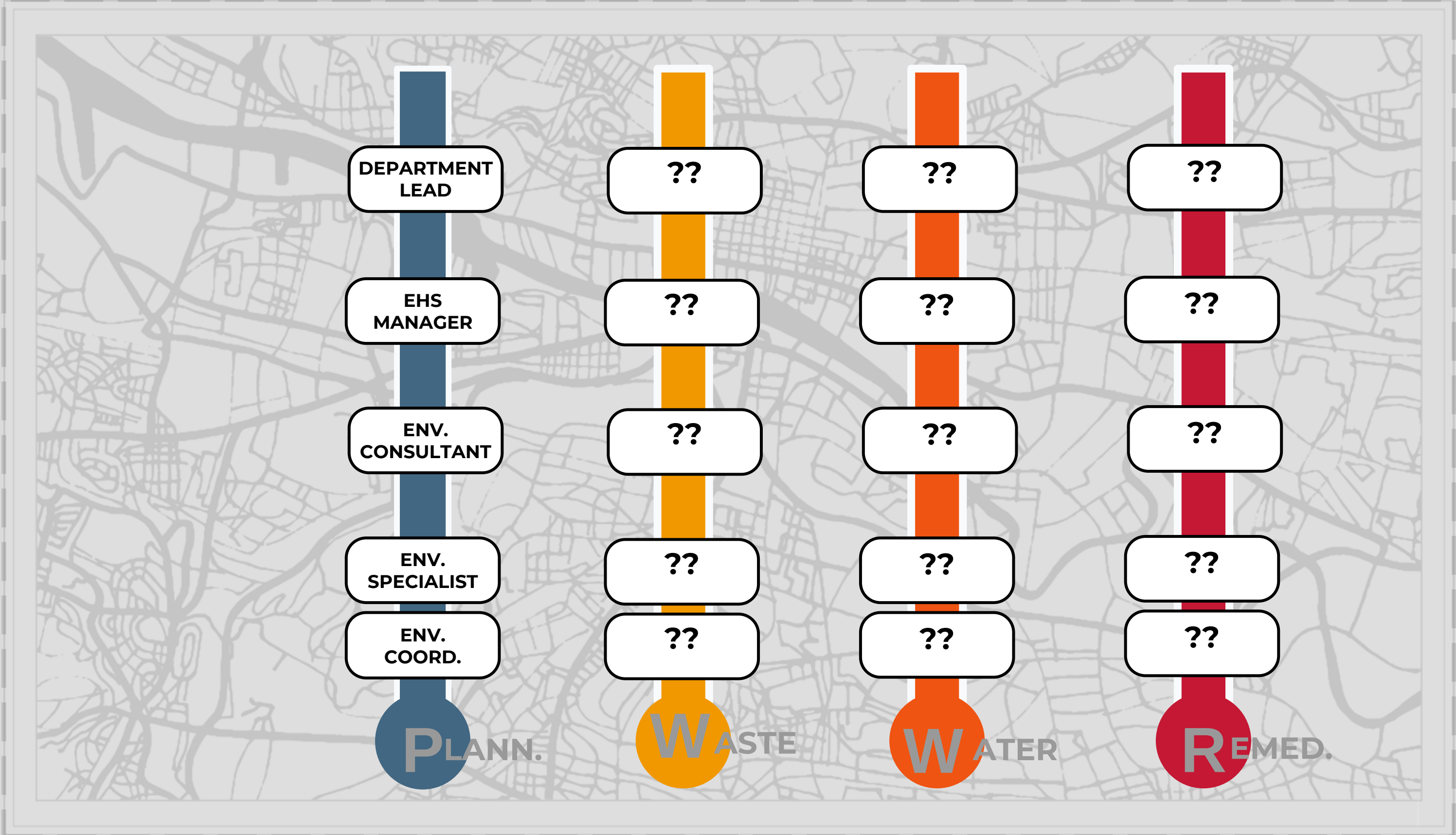


1

# PLOT YOUR STOPS ('ROLES') FOR EACH TRAIN...



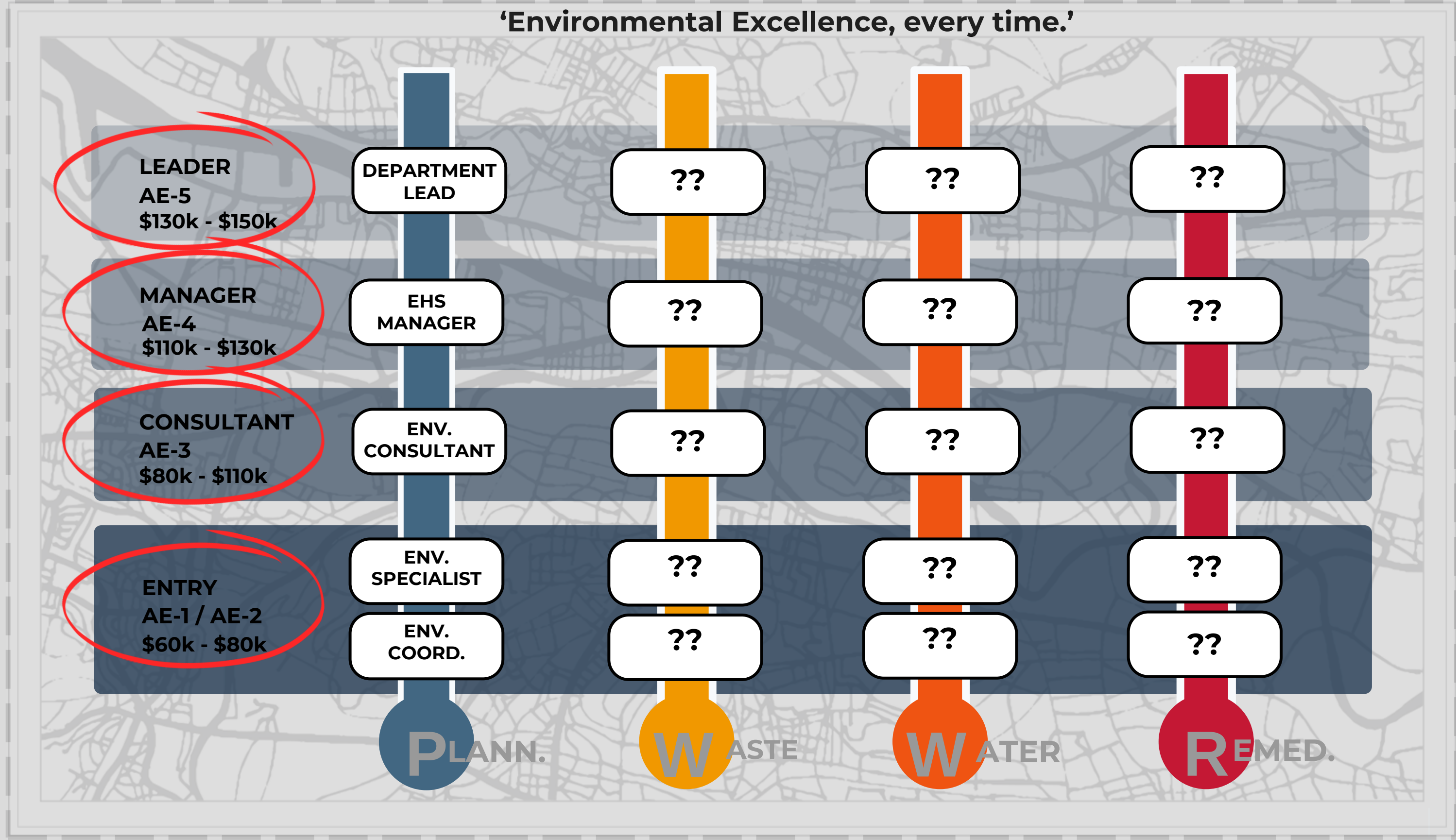
'Environmental Excellence,  
Every time.'





# 2

## ASSIGN LEVEL/CODE/SALARY TO EACH ROLE...

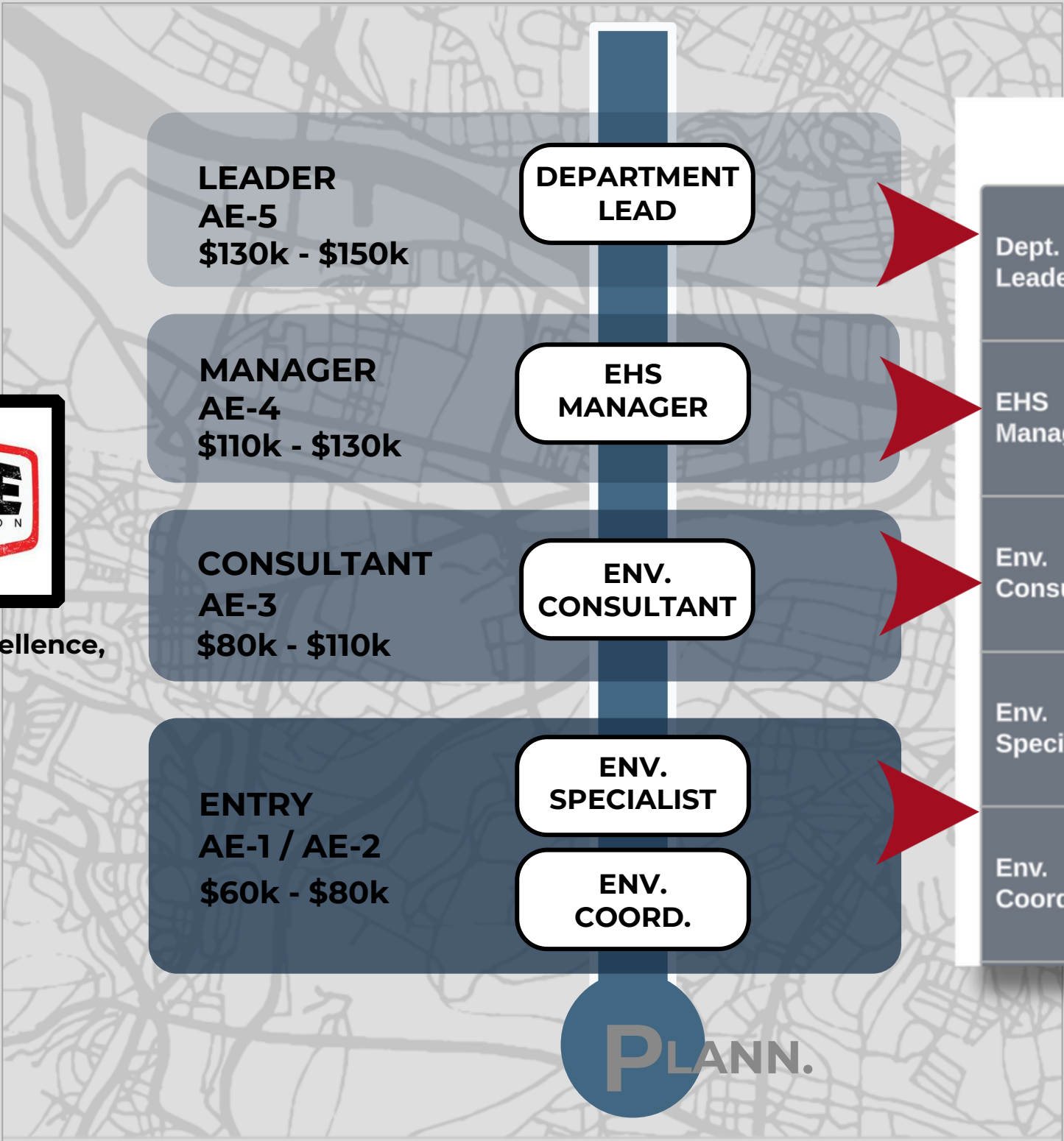


# 3

## ASSIGN KEY COMPETENCIES TO EACH LEVEL/CODE..



'Environmental Excellence,  
Every time.'



Technical Professional Interpersonal

	Technical Writing	Regulatory Expertise	Project Management	Leadership	Communication, Presentation	Client Engagement
Dept. Leader	▬	▬	▬	▬	▬	▬
EHS Manager	▬	▬	▬	▬	▬	▬
Env. Consult.	▬	▬	▬		▬	
Env. Specialist	▬				▬	
Env. Coord.	▬				▬	

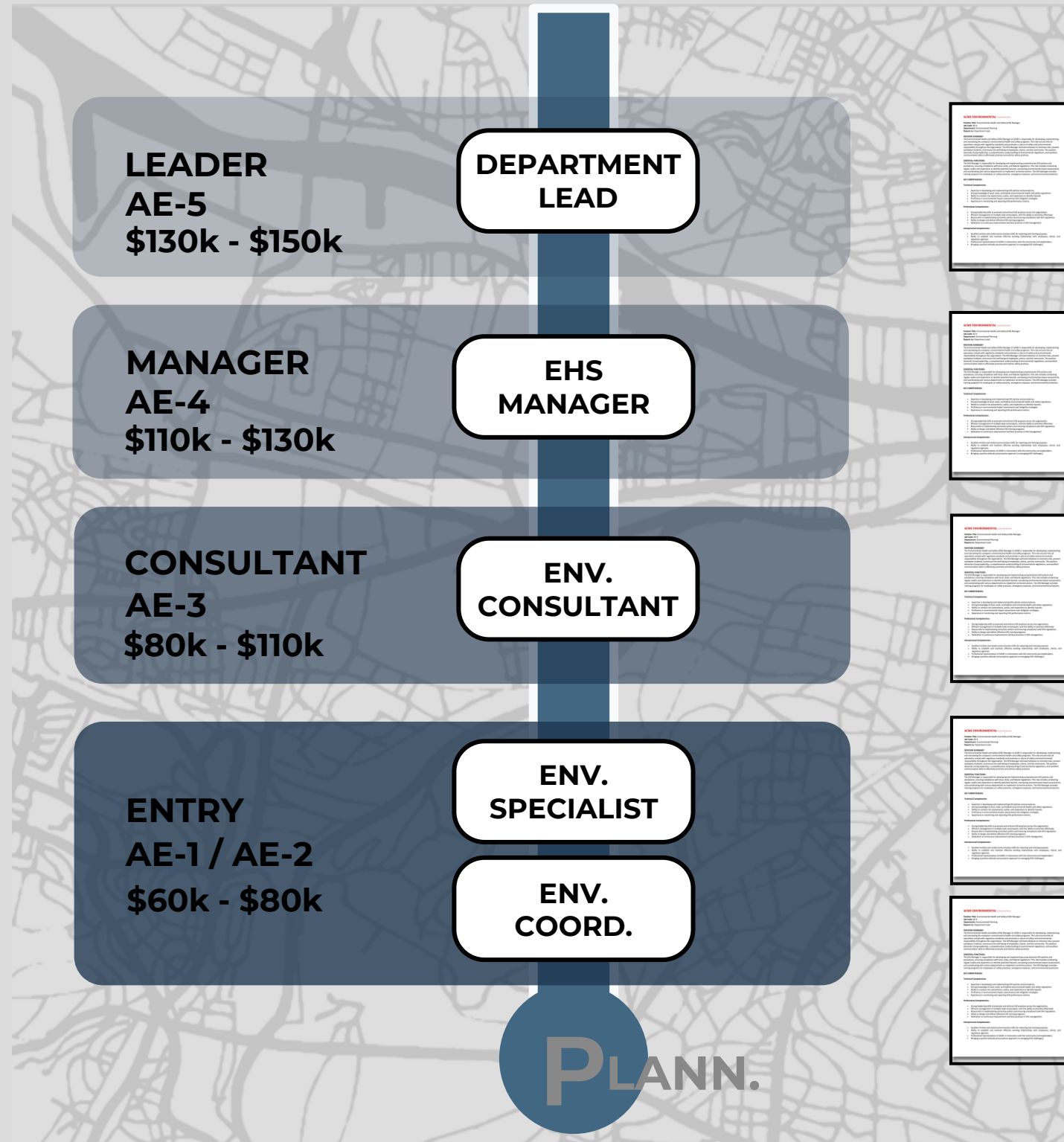


# 4

## DEVELOP POSITION DESCRIPTIONS FROM KEY COMPETENCIES...



'Environmental Excellence,  
Every time.'



### ACME ENVIRONMENTAL -----

**Position Title:** Environmental Health and Safety (EHS) Manager  
**Job Code:** AE-4  
**Department:** Environmental Planning  
**Reports to:** Department Lead

#### POSITION SUMMARY:

The Environmental Health and Safety (EHS) Manager at ACME is responsible for developing, implementing, and overseeing the company's environmental health and safety programs. This role ensures that all operations comply with regulatory standards and promotes a culture of safety and environmental responsibility throughout the organization. The EHS Manager will lead initiatives to minimize risks, prevent workplace incidents, and ensure the well-being of employees, clients, and the community. This position demands strong leadership, a comprehensive understanding of environmental regulations, and excellent communication skills to effectively promote and enforce safety practices.

#### ESSENTIAL FUNCTIONS:

The EHS Manager is responsible for developing and implementing comprehensive EHS policies and procedures, ensuring compliance with local, state, and federal regulations. This role includes conducting regular audits and inspections to identify potential hazards, overseeing environmental impact assessments, and coordinating with various departments to implement corrective actions. The EHS Manager provides training programs for employees on safety practices, emergency response, and environmental protection.

#### KEY COMPETENCIES:

##### Technical Competencies:

- Expertise in developing and implementing EHS policies and procedures.
- Strong knowledge of local, state, and federal environmental health and safety regulations.
- Ability to conduct risk assessments, audits, and inspections to identify hazards.
- Proficiency in environmental impact assessments and mitigation strategies.
- Experience in monitoring and reporting EHS performance metrics.

##### Professional Competencies:

- Strong leadership skills to promote and enforce EHS practices across the organization.
- Efficient management of multiple tasks and projects, with the ability to prioritize effectively.
- Resourceful in implementing corrective actions and ensuring compliance with EHS regulations.
- Ability to design and deliver effective EHS training programs.
- Dedication to continuous improvement and best practices in EHS management.

##### Interpersonal Competencies:

- Excellent written and verbal communication skills for reporting and training purposes.
- Ability to establish and maintain effective working relationships with employees, clients, and regulatory agencies.
- Professional representation of ACME in interactions with the community and stakeholders.
- Bringing a positive attitude and proactive approach to managing EHS challenges.



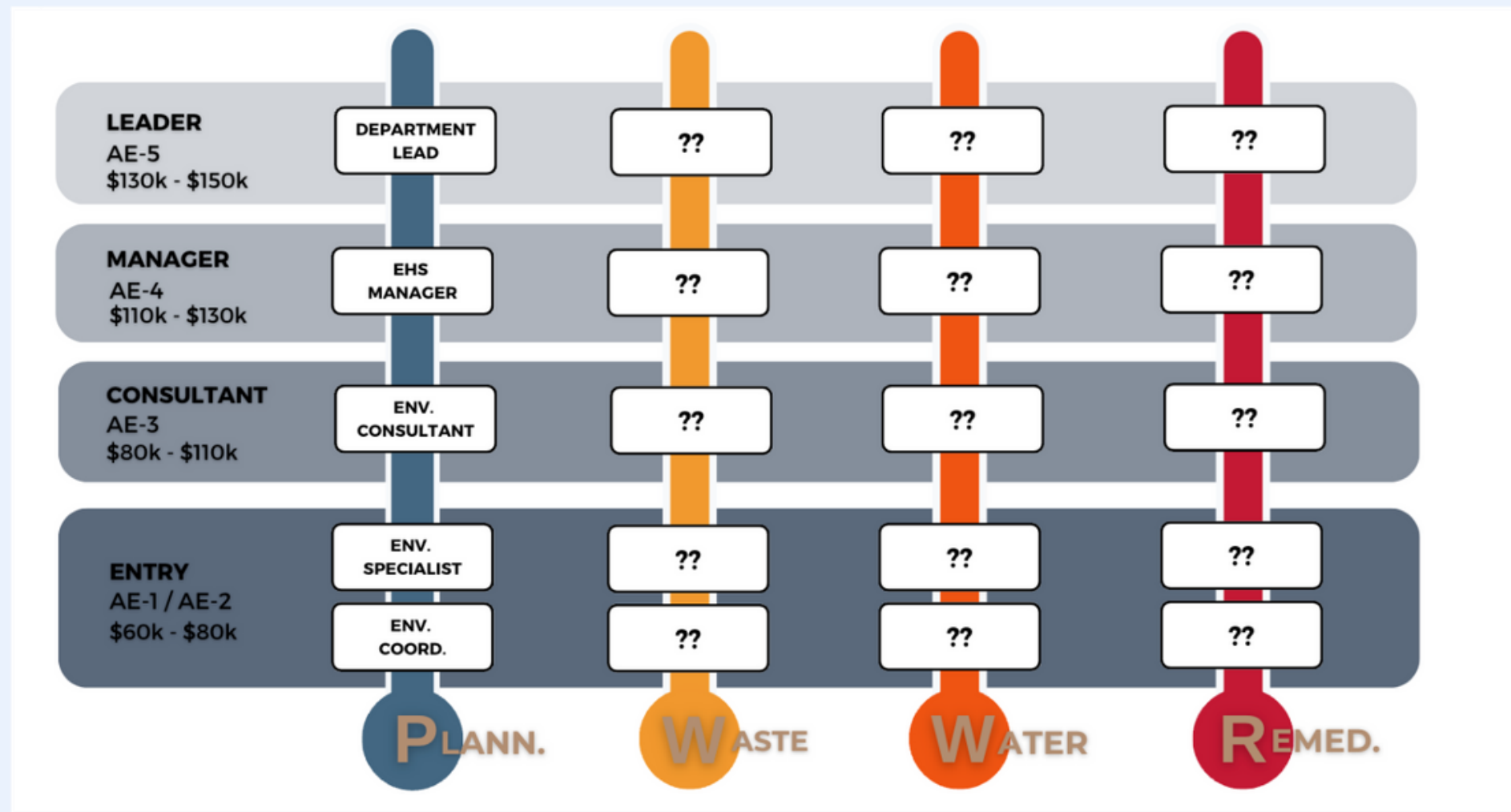
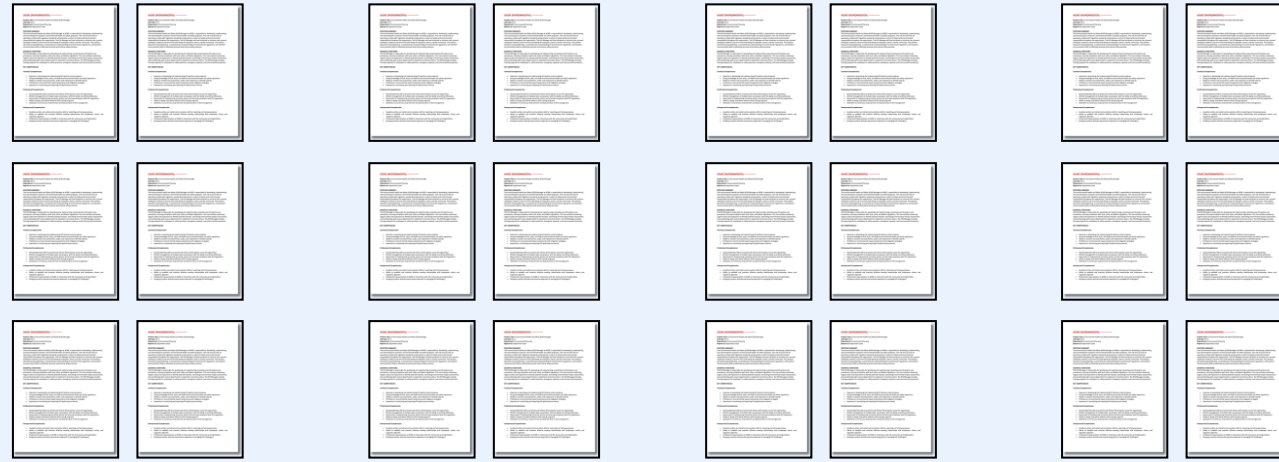




# ESTABLISH ROLES LIBRARY & PERFORMANCE MANAGEMENT FOR ALL TEAMS...



'ENVIRONMENTAL EXCELLENCE,  
EVERY TIME.'



...AND GIVE YOUR  
PEOPLE A  
VISION!

# QUICK REMINDER...

# COMPENSATION IS AN INVESTMENT! BUILD ROI BY INVESTING WISELY.

1

## IMPACT PEOPLE



**INCREASE IS NOT INDEPENDENT OF INPUT!**  
Practice competency-based perf. mgmt

**ACME** PERFORMANCE EVALUATION SHEET  
(to be completed annually)

Employee Name: \_\_\_\_\_  
Review Date: \_\_\_\_\_  
Position: \_\_\_\_\_  
Manager: \_\_\_\_\_

**RATING SCALE:**  
1 | Unsatisfactory  
2 | Needs Improvement  
3 | Meets Expectations  
4 | Exceeds Expectation  
5 | Outstanding

**TECHNICAL COMPETENCIES** (Discipline-specific skills; eg. data analysis, finance audits, etc. \*NQT software)

COMPETENCY	RATING (1-5)	COMMENTS

**PROFESSIONAL COMPETENCIES** (Non discipline-specific skills; eg. accuracy, time management, organization)

COMPETENCY	RATING (1-5)	COMMENTS

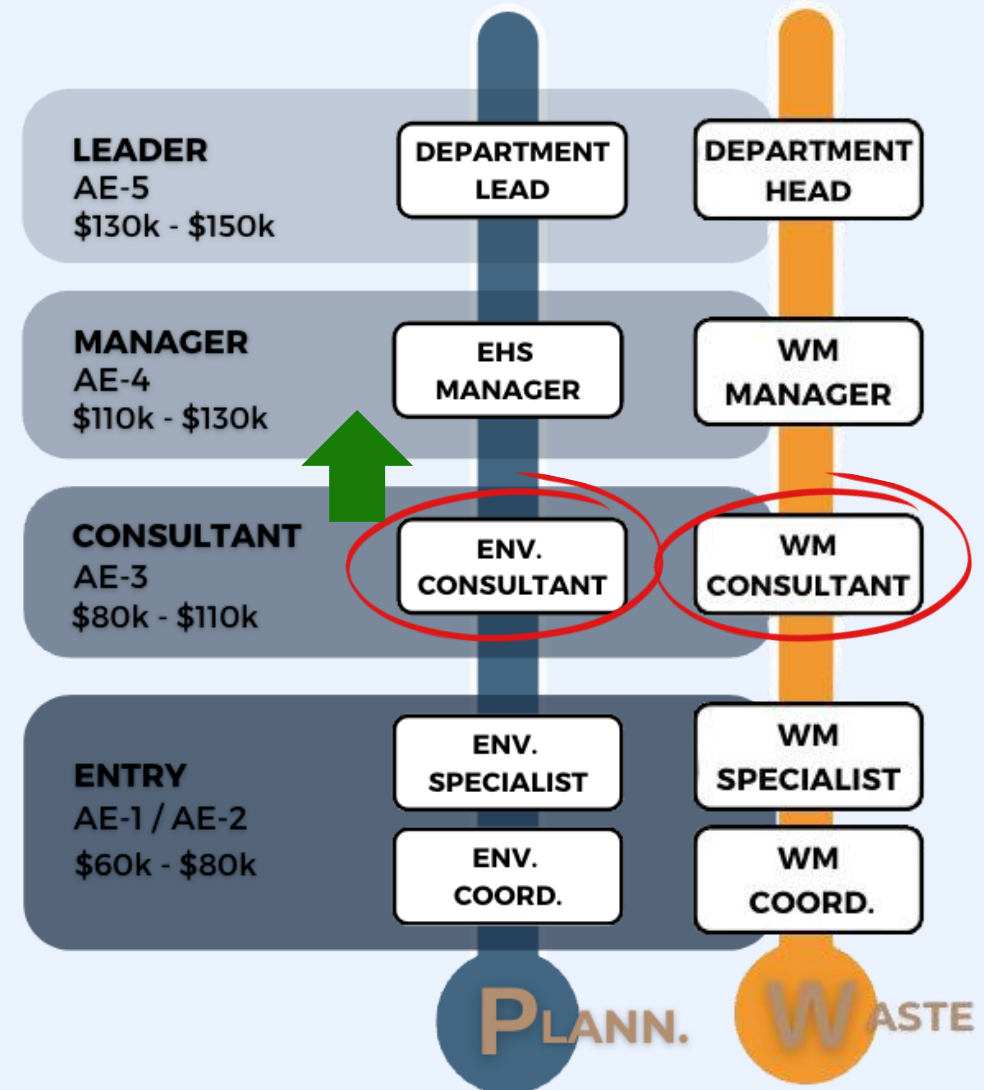
“Exceeds Expectations”  
Or  
“Outstanding”

2

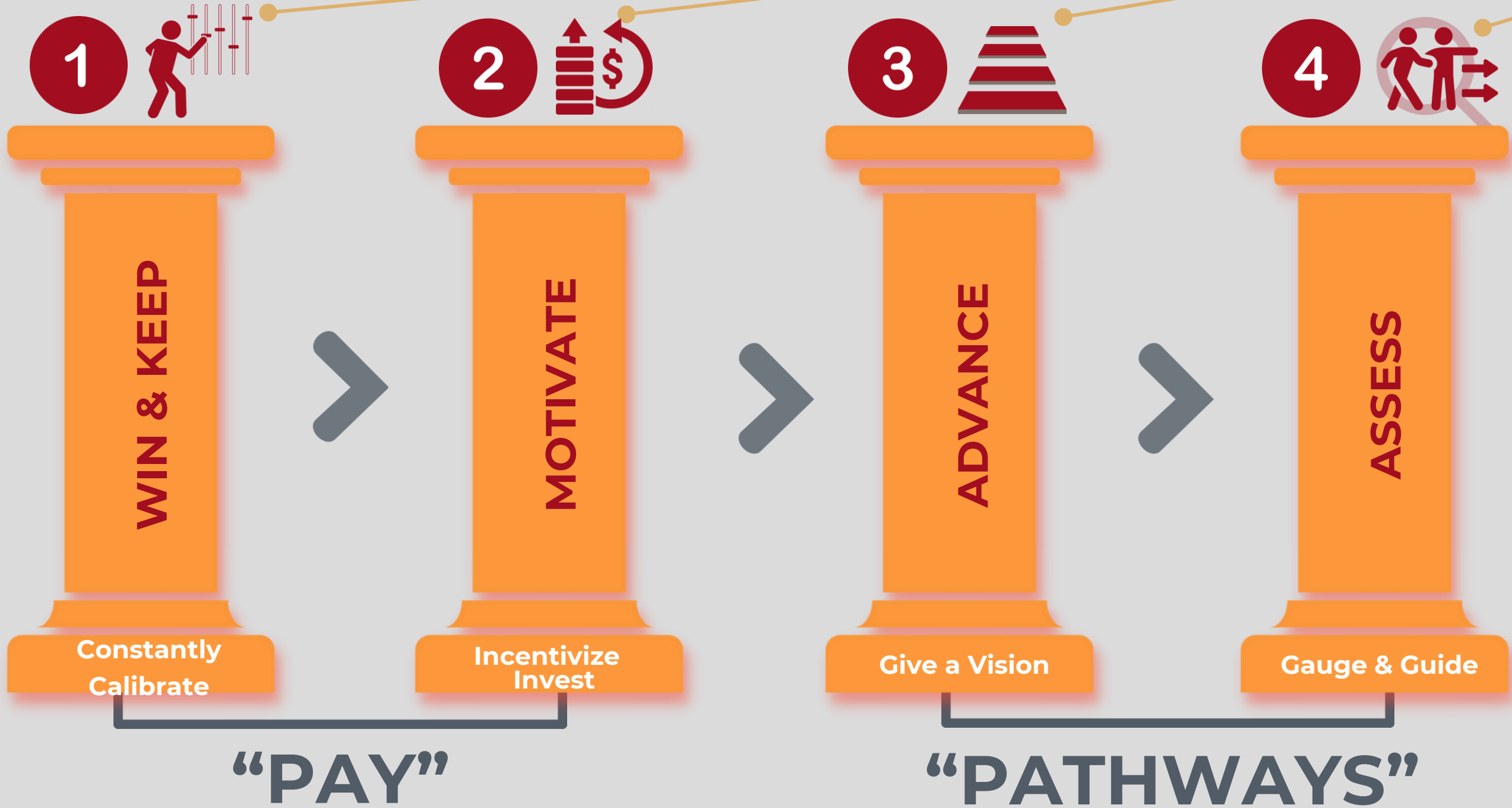
## IMPACT POSITIONS



**INCREASE IS NOT INDEPENDENT OF IMPACT!**  
Prioritize roles having greatest impact on revenue



# MASTER ALL 4 PILLARS



# PROVEN STRATEGIES TO DRIVE RECRUITING & RETENTION

1

Start With a Sound  
Talent Philosophy...



- S**HAPE how your firm pays/rewards employees
- P**ROMOTE a fair, merit-based culture
- E**NGAGE the war to win & keep great talent
- A**LIGN with your firm's mission, objectives, market
- R**EFLECT good investment & ROI

2

Build Your Strategy  
on the 4 Fundamental Pillars...



- WIN & KEEP:** Constantly Calibrate
- MOTIVATE:** Impactfully Incentivize / Invest
- ADVANCE:** Give employees a Vision
- ASSESS:** Gauge & Guide regularly





**The 4 Pillars of Talent:**  
Turning Philosophy Into Strategy

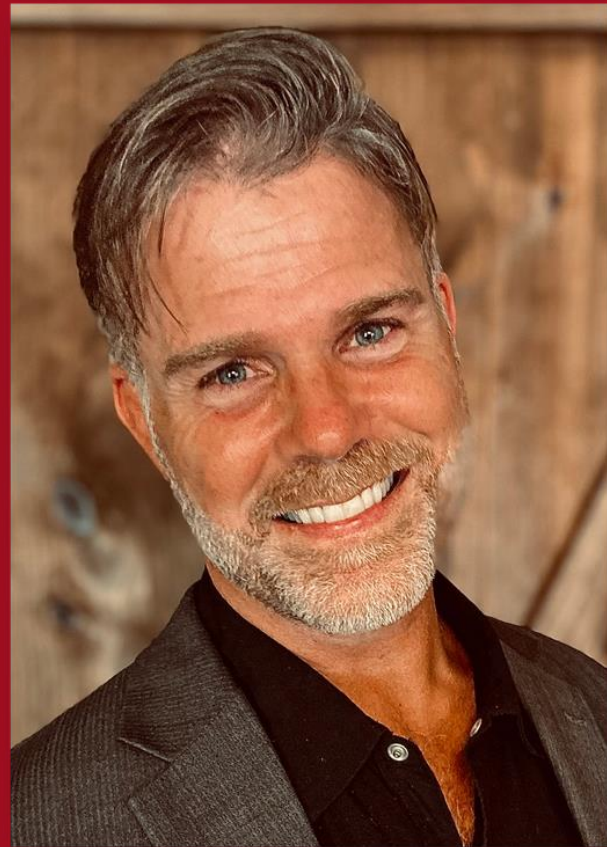
# Questions







# THANK YOU!



**Jeremy Clarke, CTSA**

COO | Managing Director, Talent  
Zweig Group

+1 479.866.9657

[jclarke@zweiggroup.com](mailto:jclarke@zweiggroup.com)

