



Hiring Toolkit

Construction Manager

Customizable, Ready-To-Use Resources

Included in this toolkit:

- **An inclusive, skills-based job posting**
- **Sourcing channels to reach a more diverse set of candidates**
- **Resume screening guide**
- **Skills-based interview guide and evaluation rubric**
- **Interviewee selection tool**
- **Onboarding plan**

The Rework America Alliance has developed resources to help employers adopt more inclusive, skills-based talent management practices, helping employers to remove bias from the hiring process, better recognize the capabilities of candidates, increase diversity, and support their local communities.

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About the Rework America Alliance

The **Rework America Alliance** is a nationwide partnership of civil rights groups, nonprofits, private sector employers, labor unions, educators, and others. Alliance partners are working together to get people without a college degree into better-paying jobs that provide opportunities for career growth. In particular, the Alliance is working to support Black and Latino workers who face some of the most challenging barriers to economic mobility.

What are Inclusive, Skills-Based Practices?

Rather than relying on education, credentials, past experience, and other proxies for ability, a skills-based strategy recognizes that there are many ways to acquire knowledge and ability. Skills-based practices help employers identify and articulate the skills needed in a role and build processes for assessing and validating those skills.

Implementing inclusive skills-based hiring practices can help employers reduce bias and increase diversity, identify and articulate the skills needed in a role, fill skill gaps, support career development, reduce turnover rates, and open the door to more skilled employees from various backgrounds and industries.

Research has shown that hiring based on skills is 5x more predictive of future performance than hiring for education and 2.5x more predictive than hiring for work experience.

What is Included in the Toolkit

This toolkit has customizable, ready-to-use resources to help you take a skills-based approach to sourcing and hiring talent.

- **Skills-Based Job Posting:** Customizable job postings highlighting role-specific skills with inclusive language. Designed to engage candidates and attract a diverse talent pool.
- **Resume Screening Guide:** A candidate selection rubric containing role-specific skills, focusing on the skills new hires need. Helps to remove bias in the screening process.
- **Interview Guide and Evaluation Rubric:** Questions specifically designed to assess skills, with a rubric for evaluating responses. Asking all candidates the same skills-based questions reduces bias and makes it easier to compare candidate responses.
- **Interviewee Selection Tool:** An interview question comparison guide enabling hiring teams to assess interviewee scores across skill areas. The tool focuses conversations on candidate skills and abilities.
- **Onboarding Plan:** A sample skills-based plan to get new hires up to speed.
- **Sourcing Channels:** Starter lists of job boards, career fairs, and other channels to diversify and improve candidate pools.

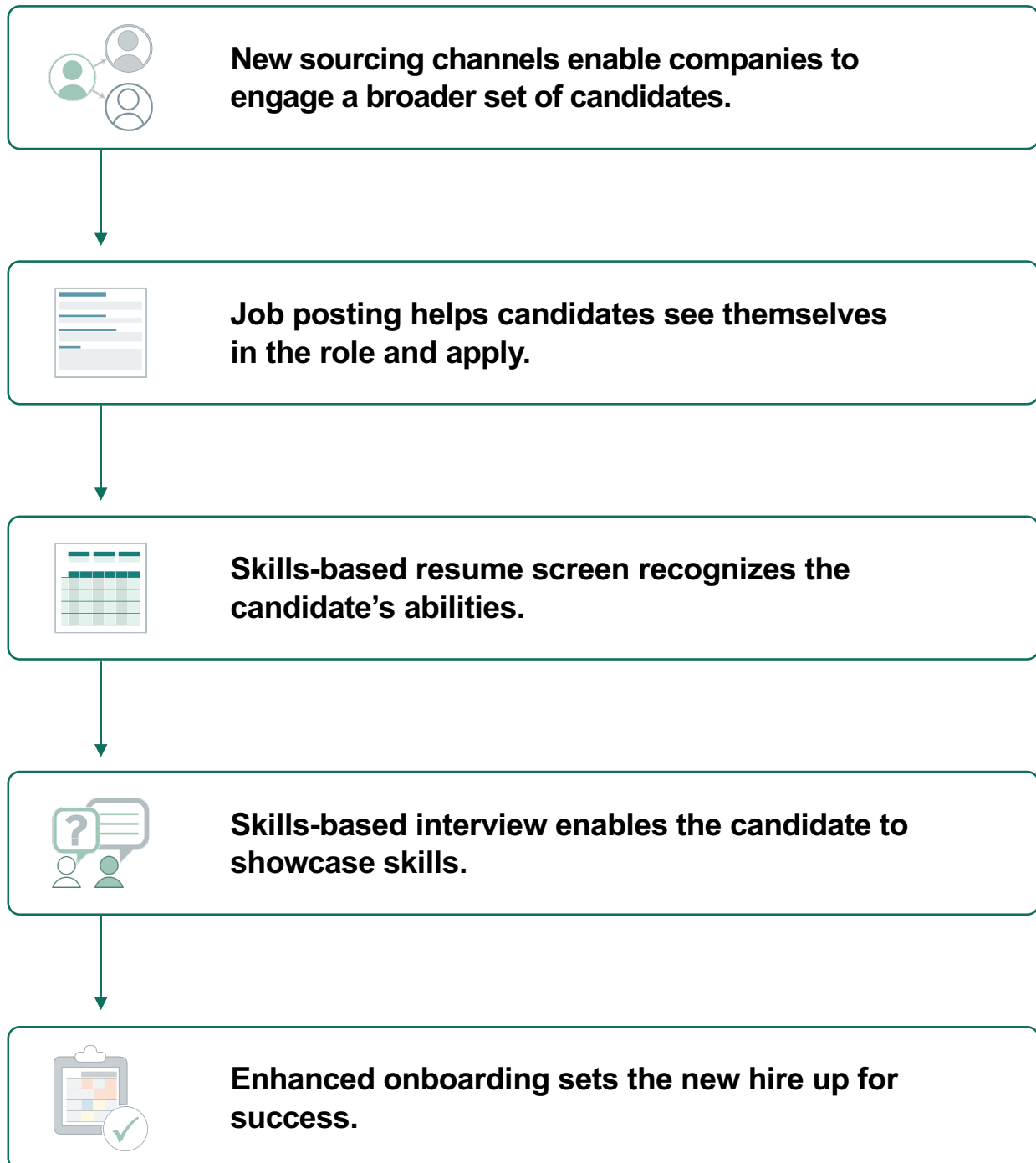
Learn more with the Rework America Alliance's [Skills-Based Sourcing & Hiring Playbook](#)

A step-by-step guide providing advice, case studies, resources, and tips from leading employers on how to implement key skills-based talent practices.

Focusing on Skills Helps Job Seekers and Employers

Where a pedigree-based approach tends to result in new hires with the same background and experiences as existing staff, a skills-based approach enables organizations to leverage a wider talent pool and build a more diverse and high-quality workforce.

This approach also enables workers to see how their experiences and skills could help them succeed.



Skill Comparison Guide



Limiting your requirements to what is truly needed increases your chances of finding a candidate with the skills needed to get the job done.

Occupational vs. Foundational Skills

Occupational Skills

Skills are **specific to an industry or job**. These skills are the Occupational skills a person needs to perform narrowly defined tasks and duties.

Foundational Skills

Skills are **professional knowledge and skills that are transferable** from one job to another and across industries.

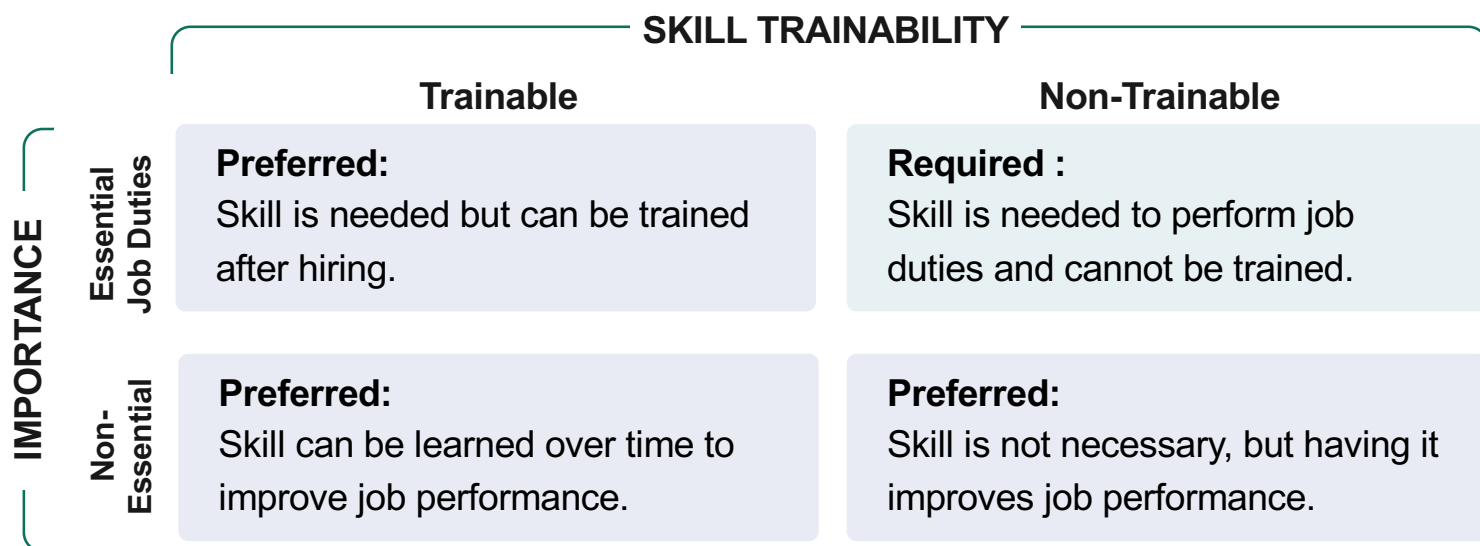
Required vs. Preferred Skills

Required Skills

Skills that are **necessary to perform essential job duties** at the specified level and there is no capacity to train; therefore, a candidate must have them on day one to complete job responsibilities.

Preferred Skills

Skills can be **trained during onboarding** and/or are used to perform non-essential job duties.



Expanding Sourcing Channels Enables You to Reach Untapped Pools of Talent

Traditional sourcing strategies focus on a narrow set of colleges, job boards, and peer companies. The result is a homogenous candidate pool, inflated recruiting budgets, and lower retention as companies compete over a small subset of the workforce. Expanding your sourcing channels enables you to reach untapped pools of talent, leading to better and more diverse hiring.

The information below provides a starter list of job boards, community organizations, and other tools to help reach and engage a more diverse candidate pool.

The following are examples of organizations available for partnership to help you diversify your talent pipeline and tips and suggestions for working with them.

Job-readiness organizations

- [UnidosUS](#)
- [National Urban League](#)
- [Goodwill](#)
- [Rural LISC](#)

Screening and training provided for employability and job-specific skills

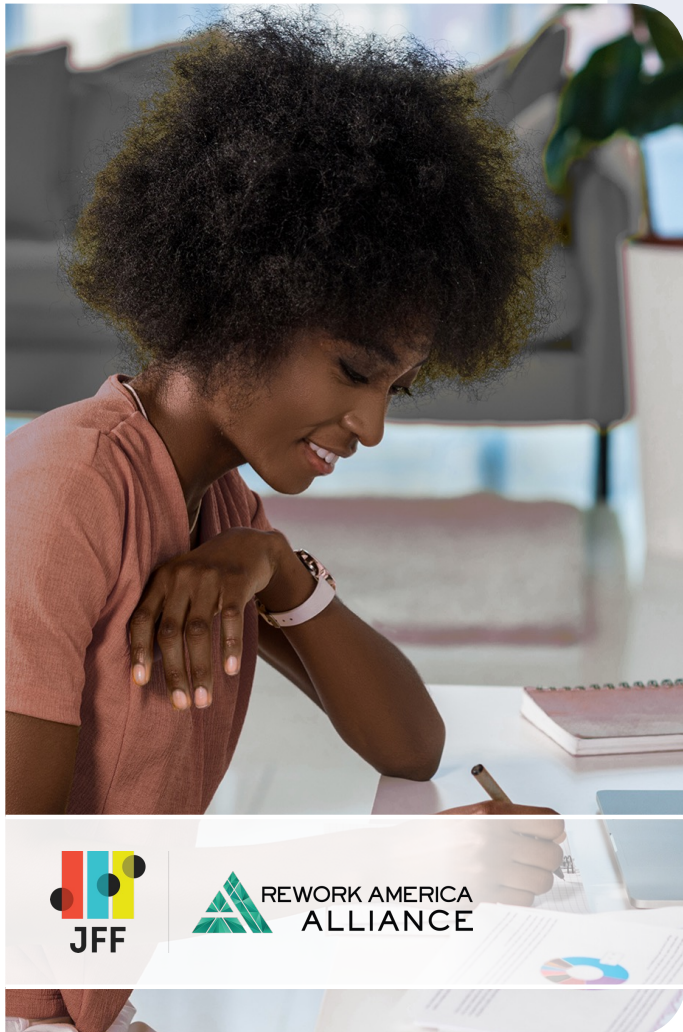
Support existing apprenticeship and pre-apprenticeship programs

- [The U.S. Department of Labor – Apprenticeship Site](#) is a good source to help you develop and launch an apprentice program.

Virtual career fairs and job boards designed for specific populations:

- **Applicants with disabilities:**
[Recruit Disability](#), [Hire Autism](#), [Blind Institute of Technology](#)
- **Veteran applicants:**
[Veteran Recruiting](#),
- **Applicants with criminal records:**
[National Employment Law Project](#)
- **LGBTQ applicants:**
[Out for Undergrad](#), [Pink Jobs](#), [Campus Pride](#), [Out & Equal](#)
- **Black and Hispanic applicants:**
[Jopwell](#), [Diversity.com](#), [PDN Recruits](#), [iHispano](#), [Black Career Network](#), [Black Jobs](#), [Hispanic/Latino Professionals Association \(HLPAA\)](#)
- **Female applicants:**
[Fairygodboss](#), [PowerToFly](#), [Career Contessa](#) (focus on millennials), [Female Executive Search](#) (focus on C-level candidates), [The Mom Project](#)
- **Immigrant and refugee applicants:**
[Upwardly Global](#), [Amplio Recruiting](#)

Job Posting Template



Why Inclusive, Skills-Based Hiring Matters

Struggling to attract a diverse, job-ready candidate pool?

Your job posting could be turning top candidates away.

An inclusive, skills-based job posting removes bias-prone credential requirements that dissuade potential candidates – especially those from more marginalized communities – from applying.

It replaces them with descriptions of the responsibilities of the role and the skills needed to succeed, enabling candidates to visualize how their background and abilities might translate to the job. It also provides additional detail on the role, workplace culture, and compensation.

For additional job posting support visit: generator.skillful.com

The Skillful Job Posting Generator is a free online tool to help identify the skills and competencies required for a job and incorporates those skills into a simple job posting format.

Want to learn more about how to write an inclusive, skills-based job description?

📍 Check out the Job Description section of our [Sourcing & Hiring Playbook](#).

Instructions for use:

- Add company-specific elements to the job posting, including a company overview and job details (e.g., salary, benefits, location).
- Review list of required and preferred skills and their definitions. Adjust as needed.
- Share final draft with a diverse set of employees to gather feedback and spot potential bias.
- Begin sourcing candidates. Add to your company website, distribute to partners, and post with a diverse set of sourcing channels.

Job Posting Template

Construction Manager



This toolkit model is an example of how to structure a skills-based job posting. Everything included in this toolkit can be tailored to each company's own needs.

Company Overview

<Please insert a paragraph talking about your company and what makes it unique. Include details that capture the core values, culture, and mission of your company so job seekers understand the environment they will be working in.>

Job Summary and Responsibilities

Construction managers are responsible for the planning and coordination of the construction projects. They provide expertise in the design phase of construction projects by facilitating a better estimate of the costs and the functional implications. They participate on bid processes for construction projects and handle subcontractors to deliver the different stages of the construction process from beginning to completion. They strive to enhance the value of the projects both improving efficiency and creating value for customers.

<Add any additional responsibilities or changes relevant to this role at your company.>

Example Activities

- Building good working relationships with people at all levels.
- Considering many factors in decision-making.
- Using emotional intelligence.
- Plan, schedule, or coordinate construction project activities to meet deadlines.
- Provides leadership in initial planning stage by collaborating with clients, architects, engineers, or other involved parties; develops detailed description of jobs and materials necessary to complete project.
- Develops and maintains good working relationships with a variety of people, including owners, managers, designers, supervisors, tradespersons, and craft workers.
- Schedules and coordinates projects in logical steps and budgets the time necessary to meet each deadline.
- Prepares and submits budget estimates and regularly communicates with client concerning budget progress and costs.
- Ensures adherence to the budget and, when unexpected complications or issues arise, makes quick and necessary adjustments.
- Plans, coordinates, organizes, oversees, and directs activities regarding the construction and maintenance of assigned structures, facilities, and systems.
- Ensures safety standards and guidelines are followed on the jobsite and that all safety codes are met in construction.
- Oversees contract negotiations, revisions, and additions and adherence by all parties.

Job Posting Template

Construction Manager



Required Skills

Required Occupational Skills

- **Construction Management:** Experience related to planning and managing construction projects and processes such as scheduling, budgeting, or ensuring compliance; understanding regulations, execution of plans, the performance and design specifications, construction products quality standards
- **Civil Engineering:** Knowledge of the engineering discipline that studies the design, construction and maintenance of naturally built works such as roads, buildings, and canals
- **Risk Management:** Ability to identify, assess, and mitigate potential risks and uncertainties that may affect the successful completion of a construction project

Required Foundational Skills

- **Leadership:** Identify areas for improvement and make suggestions to achieve this. Lead a group of people to help them achieve goals and maintain an effective working relationship among staff.
- **Communication:** Communicate clearly with your staff, suppliers, and externals; to support the alignment of the goals in mind, fostering good relationships with all
- **Teamwork:** Work well together in every situation and empathize with each other, focus on and contribute to team goals, not individual ones, be able to work effectively as part of a team.
- **Problem-solving:** Collect and review information to develop, evaluate, and implement solutions that help a customer solve the issue at hand.
- **Adaptability:** Keep up with moving priorities, projects, clients, and technology; dealing with changes at work, process updates, or their work environment.
- **Decision Making:** Choosing the most appropriate course of action, considering the relative costs and benefits of potential actions.
- **Relationship Building:** Experience with managing employees, staff and external relationships, working in a team or individually, to maximize their performance and contribution. Schedule their work and activities, give instructions, motivate and direct the workers to meet their objectives.

Preferred Skills

Preferred Occupational Skills

- N/A.

Preferred Foundational Skills

- **Project management:** Understand project management and the activities which comprise this area. Know the variables implied in project management such as time, resources, requirements, deadlines, and responding to unexpected events.
- **Negotiation:** Bringing others together and trying to reconcile differences.
- **Active Listening:** Understanding new information's implications for current and future problem-solving and decision-making.

Job Posting Template

Construction Manager



Required Certifications *Note: Insert additional certifications but only if truly required.*

N/A

Job Details

Location: _____

Department: _____

Salary / Pay Range: _____

Benefits: _____

Full / Part-Time: _____

Travel Required: _____

Nights or Weekends: _____

Remote / In-Person: _____

Physical Work: _____

Additional Details: _____

Inclusivity Statement

<We are committed to creating a diverse and inclusive environment and are proud to be an equal-opportunity employer. All applicants will receive consideration for employment without regard to race, creed, color, national origin, religion, sex (including pregnancy, childbirth, or related medical conditions), gender, gender identity, age, marital status, physical or mental disability, predisposing genetic characteristics, sexual orientation, domestic violence victim status, military status, or veteran's status.>

Resume Screening Guide

Why Inclusive, Skills-Based Screening Matters

Don't overlook the best candidates.


Traditional screening approaches are time-consuming and bias-prone.

Many of your top candidates, especially those from diverse backgrounds and those without a 4-year college degree, never make it to the interview stage.

Inclusive, skills-based screening focuses on whether candidates have the skills necessary to do the job regardless of where those skills were acquired.



Want to learn more about taking a skills-based approach to screening candidates?

 Check out the Screening section of our [Sourcing & Hiring Playbook](#).

Instructions for use:

- Ensure all required skills listed in your job posting are included in the left column of the guide.
- Share the resume screening guide with the team involved in resume reviews. To help protect against bias, where possible have multiple team members from different backgrounds and departments review resumes.
- Use the screening guide to inform which applicants advance to the next round of the hiring process. If using multiple reviewers, discuss any discrepancies between their evaluations.

Construction Manager

Instructions for use:

- Use a chart like the one below to track whether a resume contains evidence of required skills.
- Scan through each resume to determine whether the candidate demonstrates the skill, is missing the skill, or if it is unclear.
- Appropriately mark resumes against each skill and use the chart to compare resumes and help select candidates to interview.
- Some skills are easier to identify in a resume than others. Focus on required skills that you can reasonably expect to identify in a resume.

| | | | |
|---------------------------------|---------------------|----------------|-------------------|
| Identify whether this skill is: | Demonstrated | Missing | Might Have |
| | Y (or) ✓ | X | ? |

| Required Skills To Evaluate: | Candidate / Resume # | | | | | | | | | |
|------------------------------|----------------------|---|---|---|---|---|---|---|---|----|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Construction Management | | | | | | | | | | |
| Civil Engineering | | | | | | | | | | |
| Risk Management | | | | | | | | | | |
| Leadership | | | | | | | | | | |
| Communication | | | | | | | | | | |
| Teamwork | | | | | | | | | | |
| Problem-solving | | | | | | | | | | |
| Adaptability | | | | | | | | | | |
| Decision-making | | | | | | | | | | |
| Relationship Building | | | | | | | | | | |

Preferred skills should not be evaluated at the resume screening stage.

Interview Guide & Evaluation Rubric



The interview process is one of the points in the recruiting process in which the greatest number of qualified, diverse candidates and candidates without a 4-year college degree are unintentionally screened out as interviewers select candidates most like themselves or those already in the organization.

This process prevents employers from hiring the best talent and adding diversity to the organization.

An inclusive, skills-based interview works to combat “like-me” bias by providing a structured, consistent approach that focuses on the skills new hires need to possess for the role and ensures all candidates are asked the same questions.

Scoring candidates on a consistent 1-5 scale for each skill further ensures interviews are focused on evaluating critical skills.



Want to learn more about taking a skills-based approach to interviewing candidates?

 Check out the Interview & Selection section of our [Sourcing & Hiring Playbook](#).

Instructions for use:

- Review the list of required and preferred skills in your job posting. Ensure there is at least one interview question to evaluate each skill.
- Review the list of questions and evaluation rubric in the template. Adjust as necessary.
- Share the interview guide with a diverse set of employees for feedback to help spot bias.
- Ensure all candidates are asked the same questions to reduce bias and make it easier for interviewers to compare candidates. Complete the evaluation rubric during, or immediately following, the interview.

Interview Guide Template



Construction Manager

Instructions for use:

- Each question in this guide is designed to evaluate a specific required skill for the job.
- Take notes as needed for each question and record interview responses.
- Make sure to ask all candidates the same questions to make it easier to compare their abilities.
- Assign a numerical score for each question using the rubric as a guide.

Candidate Name: _____ Candidate #: _____

Interviewer Name: _____ Total Score: _____

Required Skill: **Construction Management**

QUESTION: Describe a project you managed from start to finish, highlighting how you successfully handled challenges, communicated with the team, and ensured the project was delivered on time and within budget?

| Rating | Description of Rating |
|--------|---|
| 1 | Lowest Demonstrates a lack of understanding and experience in construction management |
| 2 | Displays limited knowledge of construction management principles and struggles to provide coherent answers to most questions. |
| 3 | Basic understanding of construction management concepts and can answer some questions competently. However, there are areas where improvement is needed to handle more complex challenges. |
| 4 | Exhibits a solid grasp of construction management principles and can provide detailed and thoughtful responses to most questions. They demonstrate an ability to handle various aspects of construction projects effectively. |
| 5 | Highest Demonstrates exceptional construction management skills and experience. They show a deep understanding of all aspects of project management, including planning, communication, problem-solving, and budgeting. Their responses showcase a strong ability to handle complex projects successfully. |

Interview Guide Template

Construction Manager



Candidate Name: _____ Candidate #: _____

Required Skill: **Civil Engineering**

QUESTION: Describe a complex civil engineering project you worked on, detailing how you analyzed the site requirements, designed the project, and managed its implementation?

| Rating | Description of Rating |
|--------|---|
| 1 | Lowest Lacks a basic understanding of civil engineering principles and shows significant gaps in knowledge. |
| 2 | Demonstrates some knowledge of civil engineering concepts but demonstrates limited proficiency in applying them. |
| 3 | Displays a satisfactory level of understanding in civil engineering principles and can provide competent answers to most questions. However, there are areas where improvement is needed to handle more complex challenges. |
| 4 | Exhibits a solid grasp of civil engineering concepts and can provide detailed and thoughtful responses to most questions. They demonstrate an ability to tackle various engineering tasks effectively. |
| 5 | Highest Demonstrates exceptional civil engineering skills and experience. They show a deep understanding of all aspects of the field, including design, analysis, and project management. Their responses showcase a strong ability to handle complex engineering projects successfully. |

Interview Guide Template

Construction Manager



Candidate Name: _____ Candidate #: _____

Required Skill: **Risk Management**

QUESTION: Describe an example of a challenging project you worked on where you had to identify and mitigate potential risks effectively?

| Rating | Description of Rating |
|--------|---|
| 1 | Lowest Lacks a basic understanding of risk management concepts but struggles to apply them effectively. |
| 2 | Displays a basic understanding of risk management principles but needs improvement in applying them consistently. |
| 3 | Demonstrates moderate risk management principles and makes generally sound decisions in moderate-risk situations. Takes a proactive approach to risk mitigation but may miss some risks. |
| 4 | Exhibits a strong grasp of risk management concepts and practices. Consistently identifies, assesses, and mitigates risks effectively; proactively anticipates and plans for potential. |
| 5 | Highest Demonstrates an advanced understanding of risk principles and methodologies; excels in identifying, assessing, and mitigating risks, even in complex and dynamic environments. |

Interview Guide Template

Construction Manager



Candidate Name: _____ Candidate #: _____

Required Skill: **Leadership**

QUESTION: Describe how you build trust with a new team, get them to follow your vision for how work should be done, and ensure the work runs smoothly and efficiently?

| Rating | Description of Rating |
|--------|---|
| 1 | Lowest Inadequate or no description provided, lacking key components of trust-building, vision communication, and work efficiency, and does not demonstrate an understanding of effective strategies. |
| 2 | Limited description provided, some elements of trust-building, vision communication, and work efficiency mentioned but incomplete or lacking detail, and lacks clear evidence of successful implementation. |
| 3 | Basic description provided, includes some key elements of trust-building, vision communication, and work efficiency, but lacks depth or specific examples, and may not fully demonstrate the effectiveness of the strategies. |
| 4 | Good description provided, covers most key elements of trust-building, vision communication, and work efficiency, with clear examples and approaches, and demonstrates a solid understanding and successful implementation of strategies. |
| 5 | Highest Excellent description provided, comprehensive and detailed plan for trust-building, vision communication, and work efficiency, supported by concrete examples, evidence of success, and an understanding of the long-term impact on team performance and cohesion. |

Required Skill: **Communication**

QUESTION: Describe a situation where you felt you had not communicated well with a supervisor or staff member. How did you correct the problem?

| Rating | Description of Rating |
|--------|--|
| 1 | Lowest The example given was irrelevant to the question. |
| 2 | Described relevant situation but gave no further information. |
| 3 | Described event, reflected on what happened, but did not describe any action taken. |
| 4 | Described a time of poor communication and was able to reflect on what went wrong, discussed how to have clear communication but did not correct the issue. |
| 5 | Highest In addition to understanding and reflecting on what went wrong, able to identify how to better communicate clearly and concisely and addressed the issue. |

Interview Guide Template

Construction Manager



Candidate Name: _____ Candidate #: _____

Required Skill: **Teamwork**

QUESTION: Describe a time when you had to handle a difficult employee or conflict within your team or with an external party. How did you approach the situation, and what steps did you take to address and resolve the issue?

| Rating | Description of Rating |
|--------|---|
| 1 | Lowest Did not fully demonstrate experience, lacked a clear approach or taken inadequate steps to address and resolve the issue. |
| 2 | Demonstrated basic skills in handling difficult employees or conflicts, their approach and steps taken might have been limited or ineffective. |
| 3 | Demonstrated an average level of skill in handling difficult employees or conflicts; approached the situation with some degree of effectiveness, taking some appropriate steps to address and resolve the issue. |
| 4 | Demonstrated above-average skills, approached the situation proactively and took well-thought-out steps to address the issue showing a strong understanding of conflict management, effective communication, and problem-solving, leading to a successful resolution and positive outcomes. |
| 5 | Highest Displayed exceptional skill in handling a situation, taking comprehensive and effective steps to address and resolve the issue, exceptional proficiency in conflict resolution, strong leadership qualities, and the ability to build positive relationships, resulting in a highly successful resolution and fostering a positive work environment. |

Required Skill: **Problem-solving**

QUESTION Describe a time when you faced conflict and discuss how you addressed it to solve the issue.

| Rating | Description of Rating |
|--------|---|
| 1 | Lowest Did not provide a relevant example. |
| 2 | Gave an example of conflict, but no reflection on it or how it was addressed. |
| 3 | Discussed example of conflict and evaluation of what went wrong but did not mention how it was addressed. |
| 4 | Reviewed and evaluated the process of what went wrong and how they can do better but did not discuss how they were able to implement and solve the issue. |
| 5 | Highest Demonstrated how they reviewed conflict and implemented a course of action to resolve the issue. |

Interview Guide Template

Construction Manager



Candidate Name: _____ Candidate #: _____

Required Skill: **Adaptability**

QUESTION: Tell me about a time when you had to adapt to a major change or unexpected challenge at work. How did you approach the situation, and what steps did you take to ensure a successful outcome?

| Rating | Description of Rating |
|--------|--|
| 1 | Demonstrated a lack of flexibility, resistance to change, or an inability to effectively navigate and address the situation. |
| 2 | Displayed some basic skills in adapting to major changes or unexpected challenges. limited adaptability, hesitancy or difficulty in adjusting to new circumstances. |
| 3 | Displayed an average level of skill in adapting to major changes or unexpected challenge, with a moderate ability to adjust their approach and plans and took some effective steps to address the situation and ensure a reasonably successful outcome. |
| 4 | Displayed above-average skills in adapting to major changes or unexpected challenges, had a proactive and effective approach to the situation and took comprehensive steps to navigate the change, adjust their plans, and ensure a successful outcome. |
| 5 | Highest Exhibited exceptional skill in adapting to major changes or unexpected challenges, exceptional adaptability, agility, and capacity to thrive in dynamic environments, embracing change, and driving innovative solutions to ensure an overwhelmingly successful outcome. Their ability to inspire and guide their team through the change would have been evident. |

Required Skill: **Decision-making**

QUESTION: Give an example of a situation when you did something at work to solve an unforeseen issue. What was the initial problem and the outcome?

| Rating | Description of Rating |
|--------|--|
| 1 | Lowest Demonstrates no methods of judgment and decision making based on a given situation. |
| 2 | Identifies an issue but did not demonstrate any analysis of the problem. |
| 3 | Identifies and analyzes an issue but could not show potential solutions. |
| 4 | Identifies an issue and demonstrated analysis of options that could resolve the problem but could not determine the most appropriate action. |
| 5 | Highest Identifies an issue, demonstrates analysis of the problem, proposed solutions, and determined the best action to take to resolve the issue. |

Interview Guide Template

Construction Manager



Candidate Name: _____ Candidate #: _____

Required Skill: **Relationship building**

QUESTION: How do you ensure that your team is meeting performance goals and objectives?

| Rating | Description of Rating |
|--------|---|
| 1 | Lowest Demonstrated a lack of clear strategies or methods to monitor and track performance. |
| 2 | Demonstrated some basic skills in ensuring their team meets performance goals and objectives, but their approach may have limitations. Their response may show a partial understanding of performance management techniques.= |
| 3 | Demonstrated an average level of skill in ensuring their team meets performance goals and objectives, has a moderate understanding of performance management practices and strategies, there might be opportunities to refine their approach and enhance performance further. |
| 4 | Exhibited above-average skills, a strong grasp of performance management techniques, such as aligning individual and team goals with organizational objectives, regularly monitoring progress, and providing constructive feedback and coaching. |
| 5 | Highest Displayed exceptional skill in ensuring team met goals, leveraged a range of techniques, such as data-driven analysis, performance improvement plans, individualized coaching, and ongoing development to consistently exceed performance goals. |

Interview Guide Template

Construction Manager



Candidate Name: _____ Candidate #: _____

Preferred Skill: **Project Management**

QUESTION: How do you coordinate with multiple colleagues, team members, and various tasks?

| Rating | Description of Rating |
|--------|--|
| 1 | Lowest Did not demonstrate the ability to coordinate with others. |
| 2 | Described a well-thought-out plan but did not involve others in drafting or executing the plan. |
| 3 | Demonstrated the ability to coordinate with others but did not result in a positive outcome. |
| 4 | Demonstrated effectively working with others but did not describe a well-thought-out plan. |
| 5 | Highest Demonstrated a specific example of effectively coordinating with multiple stakeholders that resulted in a positive outcome, and the process undertaken to achieve this. |

Preferred Skill: **Negotiation**

QUESTION: Tell us about a time when you had to compromise to a customer's needs. What approach did you take that ensured your success in resolving the issue?

| Rating | Description of Rating |
|--------|--|
| 1 | Lowest The example given was irrelevant to the question. |
| 2 | Demonstrated partial understanding of customer-centricity and finding middle ground; nothing came out of the conversation. |
| 3 | Demonstrated moderate ability to empathize with the customer, understand their needs, and find compromises that meet both parties' requirements. the conversation seemed not to be engaging, nor did it resolve the issue. |
| 4 | Demonstrated a strong customer-centric approach, actively seeking to understand the customer's perspective, and finding creative solutions but was unable to convince them to take action on compromised approach. |
| 5 | Highest In addition to understanding and sharing what the customer was going through, was able to meet the customer's needs, anticipate their requirements, and find innovative compromises convincing them to act in resolving the issue. displayed exceptional skill in compromising to a customer's needs. |

Interview Guide Template

Construction Manager



Candidate Name: _____ Candidate #: _____

Preferred Skill: **Active listening**

QUESTION: Explain a time when your listening skills helped you achieve a goal.

| Rating | Description of Rating |
|--------|---|
| 1 | Lowest Did not give an example of how listening was used to achieve a goal. |
| 2 | Gave an example of achieving a goal that did not relate to skill. |
| 3 | Generalized how an individual could use active listening to achieve a goal but did not give a specific example. |
| 4 | Demonstrated use of active listening but did not show follow-up and results. |
| 5 | Highest Demonstrated use of active listening to inform a decision that resulted in a positive outcome. |

Assessment Template

Construction Manager



Instructions for use:

- During the final round interview, provide 30 minutes for candidates to complete the following assessment to evaluate skills required for Construction Managers.
- This is an open-ended assessment and allows for evaluating skills that may be hard to assess by answers to interview questions.

SUMMARY OF THE PROBLEM:

- Describe a situation where you had to lead a diverse team with members from different backgrounds, skill sets, or perspectives.
- How did you foster collaboration, resolve conflicts, and ensure the team's success?

AS YOU CONSIDER THE ABOVE SITUATION, ANSWER THE FOLLOWING QUESTIONS:

1. Evaluate **TEAMWORK/COLLABORATION** skill

How did they encourage open communication, knowledge-sharing, and cooperation among team members with diverse backgrounds and perspectives?

2. Evaluate **PROBLEM-SOLVING** skill

How did they address conflicts that arose within the team, demonstrate their ability to navigate differing opinions and find mutually beneficial solutions?

3. Evaluate **INCLUSIVE LEADERSHIP** skill

How did they ensure that each team member's contributions were valued, respected, and integrated into the team's work processes?

4. Evaluate **RELATIONSHIP-BUILDING** skill

How did they support the growth and development of individual team members to foster a cohesive and high-performing team?

Assessment Template

Construction Manager



Instructions for use:

- During the final round interview, provide 30 minutes for candidates to complete the following assessment to evaluate skills required for Construction Managers.
- This is an open-ended assessment and allows for evaluating skills that may be hard to assess by answers to interview questions.

SUMMARY OF THE PROBLEM:

- During a construction project, you discover a potential design flaw that could lead to safety hazards if not addressed promptly. The project is already in progress, and the flaw was not identified in the initial risk assessment.
 - Describe how you would assess the severity of the design flaw and its potential impact on the project.
 - Explain the steps you would take to promptly address the design flaw to ensure safety and compliance.

AS YOU CONSIDER THE ABOVE SITUATION, ANSWER THE FOLLOWING QUESTIONS:

1. Evaluate **RISK MANAGEMENT** skill

How did they plan for continuous risk monitoring to prevent similar issues from arising in the future?

2. Evaluate **PROBLEM-SOLVING** skill

How did they address conflicts that arose within the construction project, demonstrate their ability to navigate differing options and find a beneficial solution?

3. Evaluate **DECISION MAKING** skill

How did they provide an appropriate recommendation of the course of action based on inferred analysis?

4. Evaluate **PROJECT MANAGEMENT** skill

How did they handle this unexpected situation while ensuring the project stays on track and achieves its objectives within the original timeframe?

Interviewee Selection Tool



The Decision

After completing interviews and assessing each candidate's skills, how do you determine whom to hire?

Selection conversations are often prone to bias as interviewers describe “gut-feelings” or a level of comfort with candidates who are most similar to themselves.

The comparison tool introduces some structure and objectivity to the process, enabling hiring teams to compare interviewee scores across skill areas.

The tool helps keep selection conversations focused on candidate skills and abilities.



Want to learn more about taking a skills-based approach to interviewing candidates?

📍 Check out the Interview & Selection section of our [Sourcing & Hiring Playbook](#).

Instructions for use:

- Ensure the skills in the selection tool match the ones outlined in the job posting and interview guide.
- Add the minimum required score for each skill to the first column. This score should be determined in advance and should reflect the team's capacity to train a new hire in that skill area.
- For each applicant, enter the score(s) they received from each interviewer for each skill.
- Use the notes column to capture additional feedback from interviewers.
- Reference the scores to evaluate and compare candidates and inform selection.

Interviewee Selection Tool



Construction Manager

Instructions for use:

- Use a chart like the one below as a guide to compare applicants during interview and selection process.
- Ensure the skills match the ones outlined in the job posting and interview guide.
- Add the minimum required score for each skill. This score should be determined in advance and should reflect the team's capacity to train a new hire in that skill area.
- For each candidate, enter the score(s) the candidate received for each skill listed from each interviewer
- Use the notes column to capture additional feedback from interviewers.
- Reference the scores to evaluate and compare candidates and inform selection.

Interviewer Name A: _____

Interviewer Name B: _____

Candidate Name #1: _____

Candidate Name #2: _____

Candidate Name #3: _____

| Skills To Evaluate: | Minimum Score* | Candidate / Resume # | | | | | |
|-------------------------|----------------|----------------------|---|---|---|---|---|
| | | 1 | | 2 | | 3 | |
| | | A | B | A | B | A | B |
| Construction Management | | | | | | | |
| Civil Engineering | | | | | | | |
| Risk Management | | | | | | | |
| Leadership | | | | | | | |
| Communication | | | | | | | |
| Teamwork | | | | | | | |
| Problem-Solving | | | | | | | |
| Adaptability | | | | | | | |
| Decision Making | | | | | | | |
| Relationship-Building | | | | | | | |
| Project Management | | | | | | | |
| Negotiation | | | | | | | |
| Active Listening | | | | | | | |
| Total Score | | | | | | | |

*Minimum score required (determine prior to interviews)

Onboarding Plan

Skills-Based Strategies Enable Customization and Training

While traditional onboarding plans are often one-size-fits-all initiatives that focus on compliance and HR, a skills-based strategy enables much more customization and training.

An effective skills-based hiring strategy provides you with a lot of information on the abilities a new hire currently possesses and needs to learn to perform in their new role.

This information enables you to tailor their onboarding plan to get them up to speed in areas identified as potential gaps.



Want to learn more about taking an inclusive, skills-based approach to onboarding candidates?

 Check out the Onboarding section of our [Sourcing & Hiring Playbook](#).

Instructions for use:

- Ensure that all required and preferred skills from your job posting are included in the onboarding plan. The goal should be to get all new hires up to a baseline level of skill as quickly as possible to ensure they can effectively contribute.
- Review the onboarding plan with hiring managers. Adjust activities as needed based on training resources available and staff capacity. Make sure to build in training opportunities (informal on-the-job and/or structured training) for each skill.
- Work with managers to customize the onboarding plan to each new hire, referencing their interview and assessment evaluation forms to identify areas of relative weakness.
- Spread out training and onboarding activities to avoid overwhelming new hires with too many activities in the first day or week. Align training with job responsibilities to improve retention.

Example Onboarding Activities



Construction Manager

Examples of skills-based onboarding activities for this role that align with the required and preferred skills included in the job posting. Activities should address areas of need identified during the hiring process and scheduled during the first 60 days of employment.

| Required Occupational Skills | |
|------------------------------|---|
| Skill | Activity |
| Construction Management | Supervisor meeting to discuss company policies and expectations of managing team, budgets, etc. |
| Civil Engineering | Meeting with team to overview current projects and builds |
| Risk Management | Provide company strategies/policies regarding job and mitigating risk |

| Required Foundational Skills | |
|------------------------------|--|
| Skill | Activity |
| Leadership | Participating in scenarios with experienced peers to evaluate leadership skills and focus areas of improvement. |
| Communication | Shadowing team and communicating with team/staff personnel, having superior as a guide. |
| Teamwork | Meeting with team members to align on goals and how to succeed in the work. |
| Problem-solving | Discussion with peers of potential problems that may arise within the job. |
| Adaptability | Guided through the process of how responsibilities/tasks can easily be shifted, being prepared ahead of time and taught how to anticipate changes. |
| Decision-making | Access to relevant learning materials on better decision-making. |
| Relationship-building | Meeting with team members to align on goals and how to succeed in the work. |

| Preferred Occupational Skills | |
|-------------------------------|----------|
| Skill | Activity |
| N/A | |

| Preferred Foundational Skills | |
|-------------------------------|---|
| Skill | Activity |
| Project management | Supervisor mentoring on workflow management process, on how to be adaptable throughout work. |
| Negotiation | Training provided on negotiation tactics to meet the needs of the job. |
| Active listening | Participating in scenarios with experienced peers to evaluate active listening based on situations that may come up with clients. |

Example Onboarding Table

Construction Manager



Day 1

Week 1

Week 2

30 Days

60 Days

Construction Management

Civil Engineering

Risk Management

Leadership

Communication

Teamwork

Problem-solving

Adaptability

Decision-making

Relationship-building

Project Management

Negotiation

Active listening