November 2020
Vol. 14 Issue 161

3 Components of a Successful Content Marketing Strategy

Do You Use More Than One Software Program?

How Can You Keep Your Staffing Firm Top of the Mind?

Three Reasons To Outsource…Your Temp & Contract Placements!

Check out our New Website!

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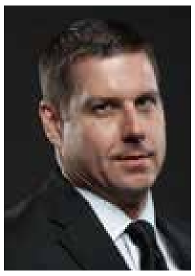






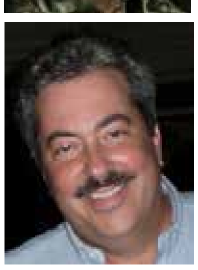

In Every Issue. . .

Letter From The Editor

"How can you mend a broken heart" were lyrics in a song written by Barry and Robin Gibb and released in 1971 and now in the remainder of 2020 I can't help think about that song and the relavance it has to this passed year. The message is that we need to find a way to heal. It's been a rough year with no end in sight and no real solutions to handle all this uncharted fear. Yet we have to find positive ways to move forward. No one seems to have the answers. So how do we mend? I always found that going to work and doing the most mundane busy work helped. Why? Because those tasks were usually easily done and kept me busy. Most importantly, finishing a chore or something at work gave me a sense of accomplishment. Don't we all feel better when we do complete a job?

As we enter these last 2 months, we can find ways to do simple tasks that could help us reap rewards. Just asking a friend, client or customer how they are doing and then really stopping and listening to their answer. Helping others outside the office can always help too.

Client calls are more important than ever to hear how they are really doing and if there is any way you can offer them help. I know most of us think we are doing this but do we really listen?

Each month I try hard to write the most positive story I can, but this month my heart is heavy with concern. I don't want to share personally but social media has forced me to be involved in this form of opinion overload. Do we even stop and read what we are posting before hitting that post button? Do you realize the ripple effect of all this rhetoric? Just like listening better, try thinking before posting.

I've been publishing EMPLOYMENT MARKETPLACE for more than 30 years and when I look back I see one constant and that's change. However, basic human needs haven't changed. We all need a place to live, food to eat and clothing. What we do to achieve and maintain those needs is our life. We breath, live and die. Those are facts. Finding joy and happiness each day is essential to feeling good.

What are your secrets to success? Do you always think of others? This business is a people business and your success depends upon your listening skills. Thinking and listening before you speak is something I have been trying to do better. I know I have had to work extra hard to accomplish that this year, but I believe it's one of the small things we can do to help one another.

Here's wishing to your success…

Pat Turner

DID YOU KNOW?

* The role of the staffing professional in 2020 has grown beyond the "place the right candidate in the right position" posture to one of "place the right candidate in the right position---one where she or he will prosper and grow." The greatest takeaway for the employer is that EAPs have had a positive influence on employee engagement and retention. pg 6

* Every blog you publish should address the pain points of your buyer persona(s) (client, candidate, etc.) and then write keyword-based blogs around these pain points. pg 10

* With thousands of employees working for you daily with varied length of assignments, pay and bill rates, turnover, temp to hire and direct placement - you need fast and accurate onboarding. pg 12

* You'll get more applications and from better-qualified applicants. Remember, job posts should always have a "what's in it for me" factor for job seekers. It must be more than a list of requirements and job duties. Pay special attention to job titles -- but don't get cute. pg 14

* Protect your in-house unemployment rating (and keep your rates low) by outsourcing. You can save money by not having to carry workers' comp in multiple states. pg 15

* Surround yourself with people who will challenge your ideas. A team dynamic that encourages diversity of thought and action will thrive, especially with this current environment of change. pg 17

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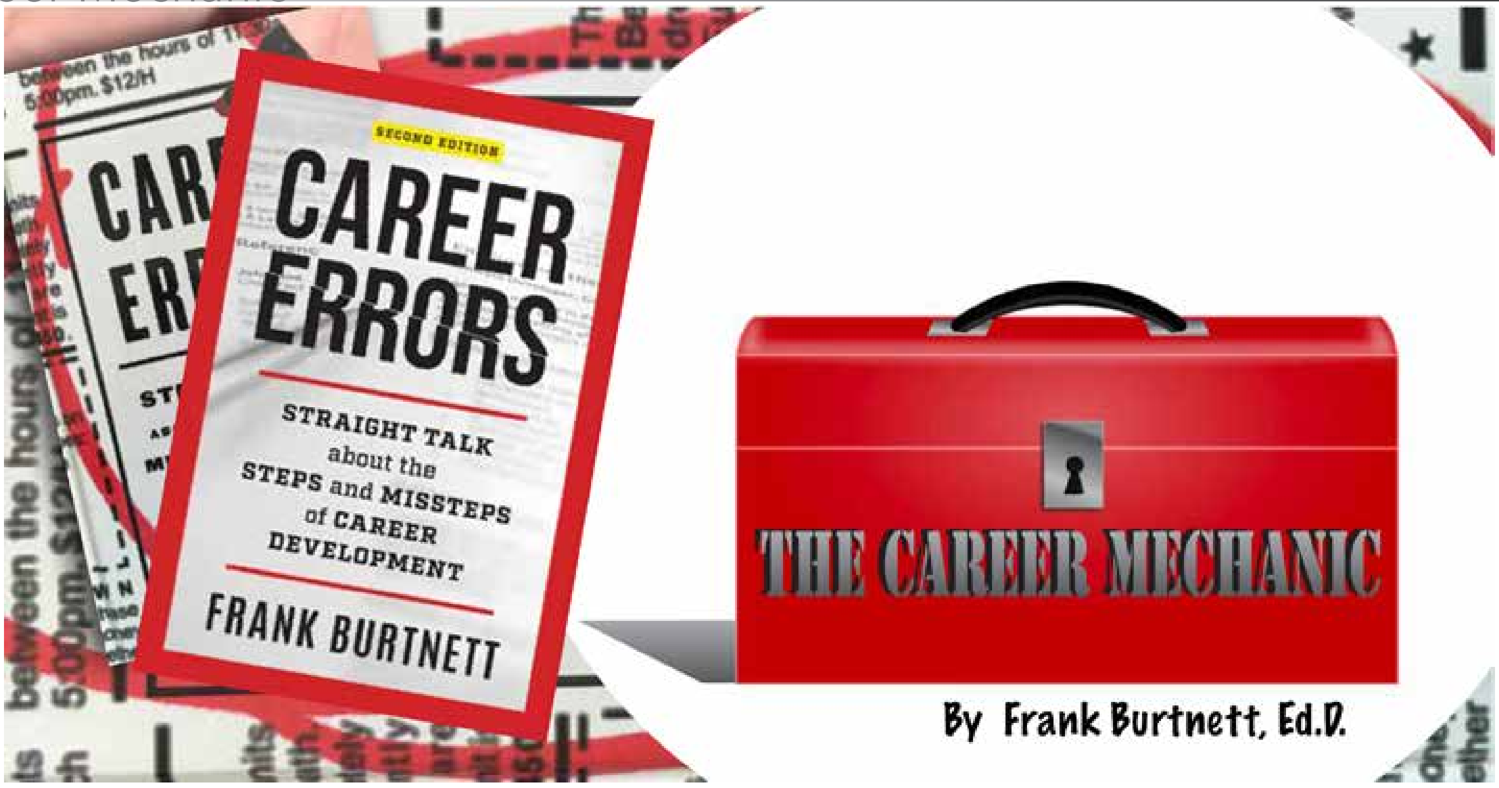


Employee Assistance Programs: Now More Than Ever

The "new normal" generated this year by the coronavirus pandemic has delivered a poignant message to employers----employee assistance programs (EAPs) that focus on worker wellbeing are needed now more than ever. EAPS are not new to the American workplace as their origins can be traced to as early as the 1930s. Recent studies conducted by human resource development organizations, however, have found that such programs continue to grow in scope and service coverage and in their engagement of employee participants. Remaining to be seen is the full extent to which COVID19 will impact worker demand for and participation in such programs.

Never viewed as a substitute for health and medical insurance, EAPs have matured in their ability to serve the myriad human growth and development needs of individuals at every level of the U.S. workforce. Most notably, EAPS help employees identify and resolve personal and family issues and problems that have the potential to impact job satisfaction, performance and/or productivity. Programs that focus on worker and workplace effectiveness from a holistic (i.e., the whole person) perspective are no longer viewed as "frills." Rather they are seen as essential elements in a comprehensive employee benefits offering.

EAPs that once stressed a remedial approach (e.g., substance or alcohol abuse counseling, smoking cessation, etc.) have been expanded to include preventive strategies and components (e.g., career development, healthy eating and living, time and stress management, financial planning, etc.) designed to intervene with personal and work issues before they result in more serious health, family and/or workplace consequences. Compared to their older worker counterparts, Gen Xers and Millennials have been found to resist any stigma associated with seeking assistance for mental health matters that may impede their personal career growth and development and more likely to avail themselves of such services.

EAPS Address Variety of Personal, Family and Career Needs

A comprehensive EAP should address the diverse challenges faced by the contemporary employee and respond accordingly. A comprehensive menu of preventive and remedial services to individuals and family members should include the following:

- Mental health services, including individual, marriage, partner and family counseling
- Drug, alcohol and other addiction counseling and treatment
- Personal and family issues, including parenting, divorce and family concerns
- Wellness and health promotion services, including healthy eating, weight management and smoking cessation
- Financial and legal services, including individual guidance and group education programs
- Career support services such counseling, onboarding and employee relationship assistance (i.e., remote working),tuition reimbursement, retirement planning and related employee educational benefits

Offered via a mix of internal (e.g., educational webinars and face-to-face seminars) and external (e.g., contracted services with licensed/certified, professional counselors) venues, these programs and services ensure the confidentiality of the users when such privacy is warranted or requested.

Comprehensive EAPs Produce Positive Results

As EAPS have grown and been utilized by larger numbers of employees, they have more than justified their existence, especially over the long term. Where comprehensive EAPs have been offered in the workplace, the following outcomes have been observed:

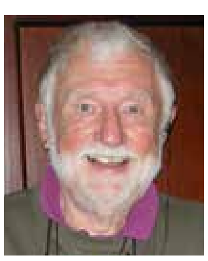
- Greater employee retention through the creation and maintenance of a positive employment culture and climate
- Resolution of personal mental health issues before they reach problematic stages
- Improved team building and group participation
- Enhanced worker engagement resulting in increased productivity and performance
- Decreased absenteeism and tardiness
- Reduced accidents and few workers compensation claims
- Reduced medical claims due to earlier identification and treatment of mental health and substance issues
- Smoother transitions during times of closings, mergers, downsizing, etc.

Compared to older workers, young employees seem to worry less about any stigma associated with asking for help with mental health, substance use or related issues. They see EAPs as one of the resources they need to achieve personal career success and satisfaction.

Why Staffing Professionals Should be Attentive to EAPs

The role of the staffing professional in 2020 has grown beyond the "place the right candidate in the right position" posture to one of "place the right candidate in the right position---one where she or he will prosper and grow." The greatest takeaway for the employer is that EAPs have had a positive influence on employee engagement and retention.

Many Gen Xers and Millennials have moved workplace engagement and career satisfaction ahead of salary when they are examining job options and change opportunities. And when evaluating worker benefits, they appreciate it greatly when their employer places a high premium on ensuring their personal wellness, satisfaction and development.



The Career Mechanic is a bimonthly treatment of a career development issue or problem by Frank Burtnett, Ed.D, an educator, counselor, author, and consultant. Dr. Burtnett has served as the Certification and Education Consultant to the National Association of Personnel Services (NAPS) since 1995. Topics are drawn from his popular book, Career Errors: Straight Talk About the Steps and Missteps of Career Development, Second Edition (published by Rowman & Littlefield).
To learn more about Career Errors visit: https://rowman.com/ISBN/9781475848410. EMInfo readers can receive a 20% discount by inserting RLEGEN2020 when prompted for a discount code
Direct future topics suggestions for The Career Mechanic and other inquiries to Dr. Burtnett at ednow@aol.com.

Topics are drawn from Dr. Burtnett's book, Career Errors: Straight Talk about the Steps and Missteps of the Career Development Second Edition and represent those witnessed regularly by search and staffing

7 Staffing Tips to Remember as COVID-19 Cases Rise

By Jennifer Roeslmeier

It's hard to believe a second wave of COVID-19 cases is on the rise. Just in the past seven days, the number of patients hospitalized with COVID-19 rose by 5% in 36 states. Additionally, in the last seven days the U.S. reported an average of almost 70,000 new cases every day (October 20th-October 27th). This has been the highest seven-day average yet, according to a CNBC analysis. And in Chicago, where I live, indoor dining at restaurants is once again being suspended.

All of this feels as if we are right back where we started back in March. In fact, it feels kind of like the movie Groundhog Day where Bill Murray's character, Phil Connors, keeps waking up and reliving the same day! While a second wave isn't good news, the one piece of good news is that we experienced this before and have learned from it. Below are 7 tips for staffing companies to remember in order to stay on top and be successful as we head into the winter months.

1. **Switch to a Cloud-Based Staffing Software Solution**

   If you aren't on a cloud-based staffing software solution yet, now is the time to make the switch. One of the main reasons being is so your staffing company can safely and productively operate from home. Even if your company is going into the office now, it's critical to be prepared incase it's no longer safe to have the whole team in the office.
   As we know from last time, the situation quickly turned like the switch of a button. One minute our team was in the office and the next minute we were gone and wouldn't return for months.
   A cloud-based staffing software gives your team the ability to work from anywhere. While this is important during the current times, in normal times this is also a major benefit as recruiters are on the go visiting clients. They can easily enter in their notes as they hop between clients.
   Another major benefit is the security aspect. There has been an increase in compromised data during the pandemic. As if we don't have enough to worry about hackers are on the prowl. They have been targeting remote workers, as they know companies were left to scramble and put in patchy security protocols. A good cloud-based staffing software solution will invest in high tier data security. **It's extremely important to note though that not all staffing software providers invest in the same amount of security.** It's essential to ask how secure your data will be when switching to a cloud solution.

   Never assume your data is safe. Characteristics of a secure cloud solution include:
   - The data is stored in a high-tier Data Center. Tier 3 and 4 Data Centers provide the most security with an uptime of approximately 99.982% and 99.995% respectively.

   - The cloud data is stored in multiple data centers so in the event "the cloud goes down", your data is still backed up and secure in another one.
   - Multiple security protocols are in place at the Data Center itself including a large quantity of backup power sources, fingerprint access between rooms, locked cages, 24-hour monitoring and armed guards. Only a few key IT people at the software company should have access to the physical data.
   - Backups are run daily. Ideally, incremental backups are made throughout the day with one full backup done at the end of each day.
   - Several layers of firewall protection are in place.

   Interested in reading more about data security? Check out everything you need to learn about data security here!

2. **Invest in the Right Technology for Interviewing**

   If your staff is working at home, candidates also won't be able to come in for an interview. **Find the right interviewing platform for your company.** Whether that is simply through a webinar platform or a professional video interviewing software. It's imperative to find the right solution for your company so recruiters can continue to conduct interviews without missing a beat. Investing in the right technology for interviewing is important not only so your company can continue to operate smoothly, but also so the company looks professional from the candidate's perspective during an interview.

3. **Partner with Industries in High Demand**

This may mean needing to venture out into new lines of business you never staffed in before. If you haven't already taken advantage of the industries in high demand during the pandemic, now is the time to branch out into these lines of business. Some of the industries in high demand include: food/alcohol/grocery, medical staff/device, pharmaceutical, manufacturing, delivery services, trucking/railroad, paper products, antibacterial/cleaning products, and more. These are all industries worth targeting in order to keep your business going strong. Having a diversified portfolio in challenging times is more important than ever.

You should also search for companies that are hiring in mass quantities. Everyday, under LinkedIn News, LinkedIn updates their list of "Here's who's hiring right now." It's a list that would be worth checking out every morning to see if there are any companies you could potentially partner with.

4. **Use the Capabilities of Your ATS/CRM**

The data stored in your ATS/CRM is more valuable than you may think. Think of all of the clients and candidates you have stored in your database. You may have hundreds or even thousands of clients and candidates. New business and candidates can be found right in front of you! The key is knowing how to search.

Searching for Clients

Searching by Client Industry, Status, and Location is the most basic search, but a powerful one. If you are trying to target those industries in high demand, it would be useful to search by industry, location (start with companies near you), and an inactive status (meaning you aren't currently doing business with them). A "full text search" is another powerful search feature that allows you to search for key terms in each client profile. If you want to search for "medical", it will search all clients that have the word "medical" somewhere in their profile, whether that is in an email, a text message, a note, a comment, etc. Not all ATS/CRM solutions have a "full text search", but if yours has that feature you want to be sure you are taking advantage of it.

Searching by Last Contacted, Job Orders, and Candidate Employment History are also unique searches that can be valuable to you. Last Contacted, would allow you to search for companies you haven't worked with recently, eliminating companies you recently touched base with that weren't in need of services. Searching by Job Order is beneficial because you can identify companies you worked with in the past. There may be clients on the list you haven't touched base with in awhile that could use your services. Searching by Candidate Employment History is a unique search that might not come to mind right away. This allows you to search a candidate's profile for companies they have worked for in the past. It's a way to find new clients that are not already in your system.

As you find clients you want to reach out to, be sure to add them to a pipeline. This is an efficient way to track the companies you found in your search so you can start connecting with them.

Searching for Candidates

Similarly, you can use the search capabilities in your staffing software to find candidates. Searching by Position, Skills, and Industry is a good basic search to start with. One thing you might consider, is searching for candidates working in industries that aren't doing well. They may be looking for a job or are even out of a job. You might find overlapping in their skills or employment history that would qualify them to be placed in a different industry that is in higher demand. As with clients, searching by Date Last Contacted is also a valuable search to identify candidates you haven't touched base with in sometime. As you find candidates you want to reach out to, be sure you are also creating a candidate pipeline, so you can easily go down the list when you are ready to contact them.

Editor's Note: Jennifer Roeslmeier - Senior Digital Marketing and Brands Manager at Automated Business Designs. Ultra-Staff is a full-featured business solution with components for front office, back office, mobile and web suite. For more information on Ultra-Staff go to www.abd.net. Schedule an Ultra-Staff staffing software demo today and see the difference that the best back office features in the industry make.

5. **Continue Communication with Clients**
   Remember to keep your communication frequent with clients, even if they don't have staffing needs. Keep your client relationships strong by maintaining communication and being a resource to them, so when they are ready to hire again you will be at the top of their mind. Companies can simply send clients resources every couple of weeks such as blog articles, eBooks, information about industry webinars, webinars you are hosting, and more. These are all ways to continue to build your client relationships into a long-term partnership.

6. **Keep Marketing**
   Often times, the marketing budget is the first line item that is cut in challenging times. If we have learned anything from the pandemic and from previous recessions, it's cutting your marketing resources can be the worst thing to do. Marketing your company in challenging times is crucial for a couple of reasons:

   1. So, clients and candidates know you are still in business.
   2. Your company looks strong.

   If a candidate or client visits your website or social media pages, you want them to know right away you are in business. If you go quiet and they see no activity, they may assume you are no longer in business. This applies to marketing emails as well. If clients, prospects, and candidates see no email communication during these times, they will quickly forget about you. Don't be forgotten or get lost in the shuffle. Keep communicating and marketing your company!
   By communicating through social media, in e-mails, and other marketing channels, your company also looks strong. Candidates and clients will see you are still an active company and will see you as a leader in the industry for them to turn to.

7. **Stay Positive**
   Perhaps the last and most important tip (perhaps the hardest tip) is to *stay positive*. The idea of moving backwards instead of forwards with the state of the COVID-19 pandemic can be hard, but you must keep your head held high and strive on. Keeping a positive attitude will help you be successful and will also help your team members stay motivated. Also be sure to find time to do the things that make you happy and decompress, whether that is cooking, yoga, going for a walk, binging shows on Netflix, etc. Taking time to do the things you love will help you stay positive!

3 Components of a Successful Content Marketing Strategy

By Tony Sorensen

Content is still king.

It's what fuels nearly every digital marketing initiative and genuinely has the power to transform opinions, convey targeted messages, and even make someone fall in love with your recruiting style.

While there's no exact recipe for content marketing success, there are a few core components of content that every staffing and recruiting business should do to help fuel their marketing strategy.

Listed below is some handy information on each of the core content elements and how they specifically help power your marketing initiates.

Component 1: Blog Content

Back in the early 2000s, blogging was insanely popular. And guess what? It still is. In fact, two million blog posts are published every year worldwide.

To stay relevant in your industry, blogging needs to happen. And not just blogging for the sake of blogging – but having a proper blog strategy. Every blog you publish should address the pain points of your buyer persona(s) (client, candidate, etc.) and then write keyword-based blogs around these pain points.

How it Helps
Drives more traffic to your website, positions your business as a thought-leader, and establishes trust within your network.

How Often You Should Do it
Realistically, a blog a week is a fantastic goal to shoot for.

Pro Tip
Make sure every blog has a call-to-action of some kind. Whether it's encouraging your visitors to sign up for your newsletter, directing them to your job board, or reading another blog post — every blog should have a next step.

Component 2: Website Content

Website content is what organically brings traffic to your website, compels visitors to trust you, and brings in business.

Today's buyer conducts a lot of research before they deem a vendor worthy of their engagement. That means that they'll be hopping all-around your website to see if your firm is credible enough to solve their business challenges. Is the content on your site going to demonstrate your firm's reputation accurately? Or will your content fall flat and send them seeking out another firm?

The content on your website must convince visitors that your firm not only understands their unique pain points but has the ability to solve them.

How it Helps
Attracts job seekers and clients to your website while convincing them that your firm is the best one out there.

How Often You Should Do it
Think of your web content as a houseplant that needs watering occasionally. You should spend a significant amount of time getting your content nearly perfected for your

audience, SEO optimized, and converting with the slight tweak here and there for improvement.

Pro Tip
When it comes to website content, think outside the box by incorporating other content like videos, chatbots, and testimonials to help craft your message.

Component 3: Long-Form Content

Long-form content is just a fancy way of saying content that's large in word count, value, and impact. This can take the form of a whitepaper, salary guide, infographic, case study, and so much more!

Long-form content is a fabulous tool to get a visitor to take action on your website (other than filling out a contact form). While contact forms are amazing, many early visitors are not ready to engage with your brand that way until they build more trust, and they build more trust by reading up on you via the long-form examples above.

How it Helps
Educates your audience while positioning your firm as the expert on whatever material you're covering.

How Often You Should Do it:
Realistically, once a quarter is a wonderful goal to aim for.

Pro Tip:
Pick a quarterly theme like "Job Hunting" and then create a long-form piece of content that supports the theme. For example, "The Comprehensive Guide to Job Hunting in 2020." After the guide is done, you should be able to pull content you've already completed from the guide to use for blog and social posts. It's like getting a BOGO for your content strategy.

Editor's Note: Tony Sorensen is the CEO of Parqa Digital Marketing Agency and sister-company, Versique Executive Search & Consulting. With a career spanning 20 years in the recruiting industry, Tony founded Parqa with a passion to help staffing firms nationwide take their online presence to the next level. By investing in digital marketing efforts for his own recruiting company, Versique grew from $0 - $10M in just four years and now receives over 50% of revenue from marketing sources including SEO, pay-per-click, email marketing, and content marketing. Tony is one of the country's leading thought leaders on digital marketing for the recruiting industry and has contributed to organizations including NAPS, ERE, The Fordyce Letter, EMinfo, Star Tribune, & Monster.com.

Do you use more than one software program to run your staffing firm?

By Lynn Connor

I'm shocked at how many staffing firms use more than one software to run their business. We speak with countless owners and bookkeepers who use one program for their front office, and another for their back office.

How can you effectively manage thousands of employees, job candidates, clients and prospects with several software systems? Duplicate data entry is the last thing any staff member should spend time on right now and if you're using Quickbooks, it wasn't made for the staffing industry. COATS Staffing Software was.

In fact, COATS was established twenty-five years ago by a staffing company owner who couldn't find an efficient or effective program to run their business. We offer a custom software solution developed specifically for staffing firms, because we know all about your unique business needs. Job posting, remote hiring tools, employee and client management, payroll and accounting requirements are completely managed and directed within this software. Front and back office staffing software has always been our niche.

COATS is like a great orchestra, capable of producing a rich, full well-blended sound with clear balance across woodwinds, strings, brass and percussion. Our application, infrastructure, data and processes all come together in one clear enterprise, one software program that makes the perfect harmony for a staffing firm. This can't happen with fragmented systems and multiple software packages.

Staffing software helps agencies organize and optimize their workflow with full automation and integration. COATS has continually improved upon and programmed our software technology based on your needs and integrated with the right partners for the best tools available. Quality staffing software integration is key for our users to access technology as it's available.

Over the years, we've partnered with fourteen companies to be exact, in order to provide the best resources to our clients. Here's three examples of who and why: when 83% of employees respond via text within 30 minutes or less, offering zipwhip to our clients was key. When the ACA became a federally mandated program, integrating with Essential Staff Care allowed our clients to meet those requirements. And when a global pandemic affected the country this year, our **electronic onboarding** was a life saver. Offering a one time sign for employees and one time data entry for your Recruiters, saves significant time and money.

With thousands of employees working for you daily with varied length of assignments, pay and bill rates, turnover, temp to hire and direct placement - you need fast and accurate onboarding. Using paper has been rendered almost obsolete and electronic form completion has become critical during Covid. COATS is more than a software program, it's a staffing software solution.

Remote hiring tools are no longer a luxury. They're a necessity, with staffing firms unable to interview employees face-to-face. We can't afford to miss a note right now. Employees and clients are not in the mood for bad melodies.

It's time to use one interface, one platform to manage your staffing business. Ensure your firm is using 21st-century recruiting and put the power of COATS Staffing Software technology to work. Call us today at 1-800-888-5894 and be ONE, AND DONE.

Lynn Connor currently co-owns COATS Office Automation and was a partner in Reliance Staffing & Recruiting for over 30 years.

COATS provides fully integrated software to the staffing industry and works seamlessly with your staff to ensure software efficiency. Microsoft linking, Crystal Reports, a fully integrated CRM, payroll and complete accounting, online applicant entry, online job posting, and multi-state, multi-branch, multi-locality capabilities are available throughout the entire system.

Reliance, a PeopleShare company, has over 20 offices blanketing the east coast with thousands of employees working daily. A multi-year winner of Best of Staffing Diamond status for both clients and talent, Reliance has proven to be an industry leader in service quality.

How Can You Keep Your Staffing Firm Top of Mind – Even with No Marketing Budget?

By Cathy Lanski

The coronavirus pandemic and the resulting recession have affected businesses in a multitude of ways. Some staffing companies saw a dramatic drop in business. Others had to shift to new industries. Still others are overwhelmed with job orders they can't fill.

Almost all staffing firms are looking for places to cut costs -- to minimize expenses while they ride out the storm.

Some of those firms may be tempted to cut marketing to save money. It could be a costly mistake -- you can't afford to disappear.

When companies are ready to do business, and job seekers are looking for work, you want to be top of mind.

How can you do that when your funds are stretched thin?

Remember -- some of the best marketing is free.

Here are six ways to stay top of mind on a shoestring budget:

Write Blog Posts
Answer questions your clients and candidates commonly ask. Post them to your website and share them on social media. If you can get your whole team to share add them to their social accounts, your reach will be that much further.

Repurpose Existing Content
Don't have time to write? You don't have to create new posts from scratch; pull content from the last recession and edit it to reflect current circumstances.

Grab Attention with Your Job Posts
If you already have a job board, it costs you nothing to make the job descriptions more engaging. You'll get more applications and from better-qualified applicants. Remember, job posts should always have a "what's in it for me" factor for job seekers. It must be more than a list of requirements and job duties. Pay special attention to job titles -- but don't get cute.

No one looking for a receptionist job searches for "director of first impressions." Use standard job titles but add descriptions that make them stand out. Receptionist – Prestigious Law Firm or Receptionist – fast-paced startup are more likely to grab the attention of candidates who have the skills and will also be the right fit for your organization.

Update Your Web Copy
If your website is built on WordPress as so many are, it's simple to update the copy. Chances are your website was last refreshed when unemployment was low. Look over your website carefully and change anything no longer relevant to current market conditions.

Host a Webinar
Platforms like GoToWebinar or Zoom make it easy to share your expertise. Offer a seminar on finding the right job for candidates, for example, or give employers tips on getting people back to work or sourcing top talent.

Start a Podcast
Podcasts and YouTube channels have a very low barrier of entry, both in ease of use and basic equipment. Getting your message and expertise out can help to establish your position as a thought leader in your specialty.

Great Marketing Is Free
A good marketing program provides enough return on investment to make up for what you spend. And when the time is right, the experts at Haley Marketing will be happy to talk strategy with you to ramp your marketing back up. Check out some of these [Low-Cost Marketing Ideas]to get started.

Editor's Note:
Philly native and UB grad Cathy brings nearly two decades of tech sector and writing experience to Haley Marketing. As our staff wordsmith she is always eager to help staffing clients communicate their vision.
Haley Marketing provides a dynamic environment for Cathy to use her love of writing, marketing and social media as part of a creative and collaborative team. In her downtime if she is not at a concert, play or kayaking with her family, she is probably curled up with a book or her dog, Spenser.

Three Reasons To Outsource… Your Temp & Contract Placements!

By Judy Collins

Time, money, and risk are three key factors for recruiters to take into account when considering outsourcing their temp and contract placements. There are many opportunities in the job market to make temp and contract placements and taking full advantage can result in improvement to your bottom line. Don't pass up these opportunities to diversify your book of business and create an additional income stream by outsourcing your temp and contract placements!

Time is your most valuable resource. You spend most of it trying to match up good direct hire candidates with your clients. If successful you make a great one-time fee. In the vetting process you will identify candidates who may be a good fit for a contract position. You can recover some benefit from that time spent by making contract placements with these candidates.

Having said that, we recognize that handling contract workers in house is quite time consuming. Someone on your staff must manage the on-boarding of new employees, collect time sheets, process weekly payroll, make timely tax deposits, issue annual W-2's, monitor unemployment and workers comp claims, and generally manage the back-office services needed for typical employees. Use your time wisely by outsourcing these headaches to a third-party back-office provider, then you can focus your effort where it counts most: matching up candidates with jobs!

Money is the most important driver of your enterprise. Outsourcing your temp and contract placements can save you money in several ways. Protect your in-house unemployment rating (and keep your rates low) by outsourcing. You can save money by not having to carry workers' comp in multiple states. Other savings are realized when you refocus your internal staff on tasks such as expanded marketing or customer service; tasks that give you greater returns than administrative work. Payroll and back-office support, while necessary, are not income generators. Done incorrectly these functions can cost you dearly, if for example, you must take the time away from your primary focus to respond to an IRS audit triggered by incorrect employee classification (W-2 vs. 1099) or mishandling of tax deposits.

Risk is ever-present in our lives and business enterprises. Minimizing risk is something we should all practice and taking unnecessary risk should be discouraged. By outsourcing your temp and contract placements you can move your risk in many areas to a third-party back office provider. You can relieve yourself of the onus of keeping up with all local, state, and federal payday laws; you can be assured of providing your placements with required sexual harassment training; and you can avoid the risk of losing business by being eligible to offer your services nationwide without additional imposed costs.

You can outsource your temp and contract placements by partnering with a back-office provider such as Evergreen Contract Resources. These services can be provided immediately if you are set up in advance. Call Evergreen today and we will set you up. There is no cost. No obligation. Use us when you need us. Save your time, keep your money, and minimize your risk with the **THREE REASONS TO OUTSOURCE…YOUR TEMP AND CONTRACT PLACEMENTS!**

Judy Collins
Evergreen Contract Resources
713-297-5808 – Office
713-858-2677 – Cell
100 Waugh Dr. #300
Houston, Texas 77007
NAPS Harold B. Nelson Lifetime Achievement Award Winner

For More info Click Here

ASK COACH Mike

Michael Gionta

I have a confidential replacement retainer issue. I have a new client looking for a controller and determined during that search; they want to hire us for a confidential replacement to the VP of Finance. This is a small company with less than 100 employees, so the CEO is nervous about me invoicing the VP so it is not suspicious. Have you had a similar situation before? What did you do? - *David*

ANSWER: This is actually a two-part question. I have had this happen a few times in my firm. The simplest solution to ensuring that it did not have any company visibility is to label it a consulting fee. If the VP of Finance is the one to approve the invoice, I would have it as a consulting fee. If the CEO signs off on the fee agreement, I would have the invoice related to a retainer or consulting fee. The CEO can pick a project within his organization where it would not be evident to the Controller or the VP of Finance, who has to sign off. Real simple.

For the second part of your question, the client wants to run both searches in tandem. Ideally, the search would find a VP of Finance who can bring along their Controller or an equivalent. It is essential to know if it is okay with your client if the VP of Finance and Controller come from separate places.

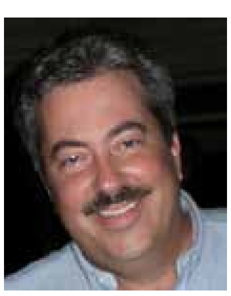
Regarding pricing this type of project, in running one confidentially, these are two separate searches. The premise I always start with when presented with this type of situation. If somebody gave me five searches and wanted a quantity discount, I would say they are five searches. If they are five of the same position, meaning five widget makers all in the same metropolitan area, there is a little more flexibility.

In your specific case, these are two different roles, so they are two distinct searches. I would start from that with that mindset, David, of treating them as separate, and then you can negotiate differently, but do not start from a position of weakness, meaning you give us both, and we will cut the fee based on __(blank)__.

The basis of my teaching on getting assignments is on doing a phenomenal diagnostic. That entails asking the right questions before you quote a fee, so you are sticking to the context of here as the value we are going to deliver, the timing for us to find it is our process for identifying great talent.

Part of your process sounds like you sold this effectively - is how you will do it confidentially. **A friend of mine, C. Spencer, had a phrase called tagalongs.** From a pricing perspective, it was if you hired to say a CFO or a VP of Finance and they brought on a Controller; he had it structured into his fee agreement that there would be a fee of 15% to 20% for any hire from that person's network within a year after bringing them on. Again, if you bring on a VP of Finance and bring on their Controller, as you outlined, and they do not do it in the context of asking you, he justified it that this is part of my network, and he sold it incredibly effectively.

We did use it effectively, but I caution you to expect some pushback. You can start at a higher fee and negotiate down to a lower fee. Those are my ideas on how to structure pricing on it and how to invoice it. Excellent question!



Bonus: Do you want more of these questions? Visit www.TheRecruiterU.com and enroll in my free video series The 6 Assumptions Recruiters Make that Crush Their Billings & Motivation & How to Fix Them Forever!"

Also, if you would like help installing these philosophies into your business with one of our programs please drop us a note at infotheRecruiterU.com and we can see if or how we can help!

Owner's Outlook

Barb is recognized internationally as one of the top experts in the Staffing and Recruiting Profession.
She has addressed audiences in North America, Asia, Africa and Europe. Barb has developed web based training programs that are distributed in several countries, she writes for numerous publications & authors one of the most widely read online publications, The No BS Newsletter. She has authored several books, created mobile apps & is often quoted as an industry expert.
Barb became a trainer to promote responsible recruiting & to allow owners, managers & recruiters to make more money. 100% of Barb's Top Producer Tutor clients have increased their sales & profits.
Barb also developed Happy Candidates to allow Staffing & Recruiting Firms to focus on the 5% of candidate flow they place, but also provide an amazing resource for the other 95%. The resource has provided many benefits for owners which include: increased referrals, elimination of the greatest time waster (time spent on candidates you won't place) increased sales and dramatically improved word-of-mouth advertising. Barb has been, is & always will be defined by making a difference in the lives of others including the candidates we can't place on an assignment, contract or job.
Most recently Barb created & launched an easy to use Metric Tool called The Sales Performance Indicator which includes the proven 140 point system. This tool alleviates inconsistent production, helps prioritize activities & predicts trends.
Barb speaks at conferences, conducts webinars & provides in-house training & offers consulting. Her ideas are easy to implement and participants realize a strong return on their investment of time & money.
Bottom Line: Her enthusiasm and passion for this Profession are contagious!

EMOTIONAL INTELLIGENCE IS CRITICAL RIGHT NOW

By Barbara Bruno

Strong "Emotional Intelligence" and "Listening Skills" are critical for Staffing Firm leaders to make balanced decisions, cultivate a "can-do' culture and build for the future during this time. Emotional intelligence is a term that relates to identifying and making best use of both yours and your team's so tasks are performed more efficiently. It can have a profound impact on your decision-making skills in three ways.

First, it helps remove the dread of making decisions. Emotional intelligence helps you put fear aside that can cause inaction. That does not mean that you will make decisions with no emotion, which is impossible because we are human. It does help you identify which emotions are useful and relate directly to a decision that needs to be made, so you can isolate the ones that do not.

Second, it helps you recognize emotional decisions. These are very strange times worldwide and uncertainty can lead to rash decisions. Emotional intelligence will help you determine if the decisions you're considering are motivated in a good emotional framework. Consider the impact of your decisions to prevent making rash decisions. This allows you to be more centered and able to recognize the core emotional influences of your decisions.

Third, if eventually removes emotions that do not belong to your decision-making process. Emotional intelligence lets you do something very useful, even if your decision was initially flawed. You then respond to the problem by removing non-constructive emotional influences so you do not scrap a decision that can provide you with a positive outcome for your business.

In addition to emotional intelligence, a can-do culture is created when leaders improve their ability to effectively listen. Listening transforms relationships, improves team performance, makes your employees feel valued and will attract more business.

If you talk more than listen, here are some ways to improve your listening skills. Start out by telling the truth, especially now. Your employees know this is a new normal and they will sense dishonesty from a mile away. There must be transparency, starting with the top.

Next, ask the best questions to uncover what is most important to your team. Then teach your recruiters how to ask the best questions of their candidates and account executives to determine what is most important to their prospects and clients before pitching. Listen to their answers before proposing your solution.

Lastly, reward transparency and thank people for bringing you the truth. Surround yourself with people who will challenge your ideas. A team dynamic that encourages diversity of thought and action will thrive, especially with this current environment of change.

To determine if you are properly utilizing emotional intelligence and listening as part of your culture, ask yourself the following questions:

1. Do your employees think about creative solutions to challenges?
2. Are ideas welcomed from everyone in your company, regardless of position?
3. Do you encourage candidate and client feedback?
4. Have you taught your team to ask great questions?
5. Are personal issues treated with compassion?

When emotional intelligence is properly implemented, and you create a can-do culture of listening you will create a culture of mutual respect and the performance of your team will improve.

Dealing with Difficult Customers as a Recruiter

By Patricia Conlin

It seems like I am hearing more and more stories of bad customers and bad customer service. With the stress of the pandemic upon us all, we are testier than normal and more communication breakdowns are occurring. Combine that with some supply chain challenges and the result can be truly toxic in how we interact with each other. I recently went into a local shop to buy a bike and the sales clerk was actually rude. That will be the last time I go there. But the encounter made me think. Was he even aware of how condescending he was being to his customers? In another encounter, a rude customer service person explained to me that she need to take down all my information again including name, phone, address, email and best contact times even though I had given it a number of time already to follow up on the repair of my hot tub. None of the messages were getting through and the on-line appointment system would not accept credit cards so I was stuck. Needless to say, both experiences were not positive from a customer stand point. But let's flip things now. What happens when we get an unreasonable client on the phone is desperately needs us to find the right candidate yesterday? Or an angry candidate who is insulted that we haven't gotten back to them sooner (even though the client hasn't gotten back to us!). In the recruitment business, we have double the customers-clients and candidates- so things can get trickily.

So, what are we to do to "fix" a negative situation with our recruitment customers? Research shows that a bad customer review is likely to reach at least twice as many people as a positive customer review. If we let a negative situation fester or worse we lose our cool when speaking to difficult customers, it might impact our bottom line revenue, our company reputation or even cause increased staff turnover if we are dealing with too many customer issues ineffectively.

"A brand is not what we tell the customer it is. It is what customers tell each other it is." Scott Cook

As a soft skills trainer and Talent Solutions firm owner, I have spent many years working with companies and individuals to increase their ability to handle challenging situations. When it comes to dealing with difficult customers, there are some useful guidelines that will help you not only manage, but possibly turn a hostile customer into a loyal customer over time. For recruitment purposes, I will define customers as both clients and candidates as both groups are important for our success and reputation.

When it comes to conflict or high stress situations, the most important first step is to practice self-awareness. When you do this, you can accurately separate the other person's behavior from the real issue so you can work to solve it effectively. If there is no real issue, you can determine how to empathize with the person's emotion to help them transition out of their negative emotional state. In order to practice self-awareness, we need to stay calm or else we will risk being emotionally triggered by the difficult customer. Whether you are dealing with a demanding customer, a rude customer, an impatient customer or someone who is angry about an issue they need to resolve, this process will work to move them out of the negative state and allow you to solve the real or perceived issue.

Below are the 6 steps to deal with difficult customers:

Step 1: Stay calm- It is easier said than done to remain calm when someone is yelling at you or insulting you or complaining about something that isn't your fault. The temptation is to yell back or else avoid the difficult person. Both responses are incorrect and could damage your company. A good technique to remain calm is to take 10 deep breaths. If you have received a rude email, do not reply immediately. Take time to breath, calm down and look for a real issue in the complaint. If you are speaking with someone on the phone, put them on a strategic pause while you investigate the issue so you can get calm and centered. For training purposes, you can do role playing with your team members to practice staying calm when dealing with difficult customers.

Step 2: Listen to the Customer-Disney has had over 135 million visitors to their amusement parks each year for decades. They know how to deal with difficult customer and practice using a system called HEARD which stands for Hear, Empathize, Apologize, Resolve, Diagnose. The most important part of this is the active listening step. To truly listen to an upset customer is a critical step. Make sure you do not attempt to resolve conflicts over email or text communications and instead work to resolve in person, via videoconference or at least over the phone. If you can make eye contact with the customer, you will be able to gently guide them back to a calmer state by asking specific questions and showing genuine concern for their issue with your communications and body language.

Step 3: Reply quickly- Many people are so focused on resolving a customer issue that they forget to contact the customer. It is critical to tell the customer either in person, over the phone or via email that you have received their complaint and are working to resolve it. You will need to also let them know when you will get back to them with a solution or need to set up a time to go discuss possible solutions.

Step 4: Offer solutions- When it comes to solving an issue, asking a customer for their input is very helpful. Doing this takes them from being in an adversarial position to being on same team and can quickly diffuse many challenging situations. Make sure the solution is discussed, agreed upon and confirmed in writing. Then implement it as soon as possible.

Step 5: Follow-up after resolution-This step is often missed as we breathe a sigh of relief that the difficult customer or person is no longer bothering us so we often forget to follow-up. Following up to see how the customer is doing and ensure that they are satisfied with the resolution will go a long way towards building a better customer relationship in future.

Step 6: Implement changes to your process or system- Every week, it is important to meet with your team to discuss customer issues. Is there a pattern? If so, you need to look at ways to increase customer satisfaction and avoid future complaints. For example, maybe you have been avoiding dealing with difficult people until the last minute and realize you need to tackle the tough customer issues first. Also, meeting with your team will help to strengthen team bonds and allow you to support each other during stressful encounters to avoid stress related burn out from the negativity. Face it, a stressed-out employee is not going to have the capability to handle the tough customer situations so we need to ensure we have a positive, proactive team that has each other's backs in dealing with difficult customers.

"If you are not taking care of your customer, your competitor will." Bob Hooey

Many people ask me why there are so many difficult customers. I often ask them if there are also many difficult companies. Ask yourself if you are knowingly or unknowingly contributing to a customer's frustration. Ask yourself if you can do anything differently from the start to create a better customer relationship. Below are some tips to build better customer relationships:

1. Exceed expectations-It is very important to set clear expectations with clients and put them in writing. This will go a long way to avoid confusion and conflicts caused by lack of communication and clarity. If we set reasonable expectations with customers, we can delight them by exceeding them to make truly happy and loyal customers.
2. Show you care- Customers bring their Beliefs, Biases and Fears with them to every encounter. When we learn how to listen effectively and respond with genuine concern, we will win them over with time and persistence.
3. Ask for feedback regularly- Benchmarking is very important not only when we are dealing with a difficult customer, but also when we are dealing with happy customers too. Make sure you ask for feedback often so that you can make the small adjustments to ensure that there are no issues.
4. Connect often-We often forget to touch base with customers unless there is a project, need or issue. Taking time to connect to say hello or acknowledge a company or personal milestone can a huge difference in building positive customer relationships.
5. Show appreciation-It is important to remember that we have companies and revenue because of customers. Thanking them for their business on a regular basis will show your appreciation for their commitment and support.

In order to succeed with difficult customers, whether they be candidates or clients, keep the following guidelines in mind:

- Set expectations up front
- Build connection and rapport
- Remain calm with customers in all situations
- Apologize for mistakes immediately
- Make follow-up and resolution top priorities
- Ask for feedback to improve

Conflicts and issues are actually a normal part of any business. The key is not to ignore conflict but to spend time to face it and resolve it effectively. With practice, patience and resilience we will learn to be experts in this important soft skill of conflict resolution.

"Your most unhappy customers are your greatest source of learning." *Bill Gates*

Editor's note: Patricia (Tish) Conlin is a Talent Solutions firm owner, Speaker and Soft Skills Trainer, with over twenty years as President of Global Consulting Group Inc. She is a Certified Emotional Intelligence Trainer, Registered Holistic Nutritionist, Black Belt Martial Artist and author of ABCs of Food: Boost Your Energy, Confidence, and Success with the Power of Nutrition. She offers comprehensive live and on-line training workshops on key leadership and success topics. Visit TishConlin.com to energize your performance and life with a large number of on-line training programs and courses.

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Evaluating Your Options In a Downturn

Remember the saying that the early bird gets the worm? Well it is a wise saying as long as you get worms and it's not the other way around, as there are opportunists and scam artists who can play the same game too, looking for easy money.

But let's look at some real opportunities, with real life examples:

Stock market bargain looked for niches that were very likely to flourish during the lockdown as just as a rising tide lifts all boats, a falling one initially depresses most everything, while others were poised for big gains from food and merchandise delivery services to replace physical shopping, to computers which were needed for remote learning and office communications to replace interpersonal events, to home entertainment streaming to replace theaters, and many more. The leader in this industry prospered as did new entrants into these markets.

In staffing as direct hire and manufacturing were declining, IT and health sectors were doing relatively well in most geographic markets. Where labor costs were an issue RPO's and PPP loans helped many get through tough patches. Many firms also moved into growth sectors in new markets and differentiated themselves from their competition, with value added services, providing, flexible payment terms and becoming even more responsive to their client's needs. And using any unused PPP funds to invest into new ventures.

Many companies faced layoffs, furloughs and terminations. They used this opportunity to streamline, get rid of deadwood and instituted a more flexible comp plan with lower base salaries and higher commissions for new business and bonuses when the company recovered. This led to devising a win-win comp plan for the staff and the company. This motivated the remaining staff to maximize their production not in terms of sales, but the profit impact to the company.

Other companies who had no game plan but just operated on a transactional basis doing one deal at a time and were forced to come up with a strategic and tactical plan to figure out what they need to first survive and then to thrive. This then gave way to a return on investment program and every $ they spent to cost justify their spending. The smarter ones audited their spending decisions to validate if they were making the right choices.

Many companies operate as a family business. We have found that only about 1/3rd of such companies succeed as well as their founders did. This as those traits the founder had were not necessarily those of their children and the owners passion might not be those of the next generation. This is particularly those in a downturn, where you need to employ those with a skill set or technology for a new normal economy.

Seek out game changers, be they superstars with a great following or cohesive team members who will work together with a complimentary skill set, needed to first survive and then thrive. Do a SWOT analysis of your company to fix what is needed and ensure you have people who can think out if the box so you can generate new ideas that are needed in challenging times.

If you have decided not to regrow your business for the long haul consider an exit plan. This can be done via an M&A external sales route or via an internal buyout. If you choose the former, you will need to dress up the business for sale and forgo long term investments. This will take some time so the sooner you get started the better. Alternatively you can do an internal buyout by your best manager to finance the deal over time, using the free cash flow basis tied to the fair market value of the company.

Mike Neidle is President of Optimal Management Inc. started in 1994 see (www.optimal-mgt.com, LinkedIn Michael Neidle or call 650-655-2190, mentoring staffing owners and managers to maximize sales, profits and company value. He was Senior, Executive VP for 2 national staffing firms; CEO, CFO, Director of Planning/M&A and Marketing Director from start-ups to Fortune 500 Corporations. He has an MBA and an engineering undergraduate.

Are you Ready for Success in 2021?

Goal Setting and Aligning Your Personal and Business Life for Maximum Effectiveness (and Happiness)!

By Jon Bartos

2020 is just about over and it could not come too soon. As we all have experienced, the recruiting and staffing market has seen its first contraction since 2009. Even though most in the industry are seeing a slight uptick in the market this fall, climbing out of 2020 and jumping into 2021 cannot come soon enough.

Now here is the good news. Most economist agree that the next 12 months, no matter how the election on November 3rd ends up, will be a high growth year for the recruiting and staffing market. But the real question will be this. Will YOU be able to take advantage of the market upswing?

Are you putting plans together, taking inventory of your strengths and weaknesses, aligning your personal goals with business goals, and getting you and your team ready to capitalize on it as it rockets back? If not, you are not alone. DMH research out of Portland, Oregon did a study on how many people have written goals and a life plan every year. It is sad to say the only 1/3rd of individuals plan every year and only 8% achieve their goals. Yes - there is still time to get it done before year end.

The following are the questions that you need to ask yourself to properly get your mind right and your priorities balanced to set goals to have the maximum effectiveness and thus happiness. Here are the questions to start off with – before you do your goal setting.

Taking Inventory and Self Evaluation

- What were my successes in 2020
  a. Personal?
  b. Professional

- What were my shortcomings in 2020?
  a. Personal
  b. Professional

- What three things do I need to change in my personal life that would make a significant positive impact on 2021?

- What three things do I need to change in my professional life that would make a significant positive impact on 2021

- On a Scale of 1-10, 10 being Incredible. How good am I at the following?
  a. Research and Planning
  b. Appointment Getting with Candidates and Clients
  c. Marketing and Business Development – bringing on great Searches
  d. Recruiting

- What am I most grateful for in my life?

- What is most important to me in my life?

Being honest with yourself is mission critical. Taking inventory is not easy and can be a very sobering experience. Once you have done that, you are ready to start setting the bar high for 2021. I strongly encourage you to then download the Link to "The 10 Steps to Achieving your Life Dreams" Work Book which will walk you through Goal Setting that aligns your business and professional life – and it's even based on the latest goal setting research for success… Click Here

Here's to your success in 2021.

First Interview

The New Norm

By Bob Werrbach

For the past several months we all have been living in what is referred to as the "The New Norm". So, the question in the world of recruiting what is this new norm?

Historically what we have seen for the past decade has been a client having a need to hire a new member for their sales team. Some clients will use in-house resources to try to fill the slot. Recruiters involvement in this process normally come from one of two sources. A recruiter has an existing relationship with the client and is given the assignment to provide candidates or the recruiter learns of the opening from a source such as the client advertising for candidates etc. the issue has always been one of finding quality openings and filling them.

The real issue in this new norm is that many of your existing clients who have reached out to you, do not currently have the number of openings that they had 6 months ago. So, the question one has to ask is this new? For many the answer is not really. What has changed is that many have to step back in time and do what they did years ago and find new clients actually have openings to work. This may mean one has to step out of their comfort zone and go where there is opportunity.

Let's assume you have an opening and it is time to find your client, candidates. In the world we knew prior to "The New Norm" you would check your database, do searches on LinkedIn and possibly advertise for the opening. So, what has changed? Maybe you actually updated your database over the last several months which would be a plus, beyond that the "The New Norm" has really muddied the waters. As we all know hundreds of thousands of candidates were either furloughed or released and have flooded the market. Clients think this should enable them to have a better pool of potential candidates to hire from. The truth of the matter is that we are now seeing that many of those who were released were not in the top 20% or in many cases not even in the top 50%. This is good and bad all at once. Many clients are going to experience this same issue and what they envisioned as 'easy" hires due to the abundance of "low hanging fruit" is not really the case and they simply do not have the staff to handle the abundance of unqualified candidates they are or will have applying. It may take some time, but these issues will play a major role in clients needing independent recruiters.

Over the year's quality candidates have always been willing to listen. The next issue to arise in "The New Norm" is quality candidates that simply don't want to move as they do not want to give up their track record and tenure where, they are. This is not really a new phenomenon. It is simply making sure that candidates are prequalified so that you are surprised in the eleventh hour.

So, what is "The New Norm"? It is a shift that has occurred not unlike many shifts we have seen in the past. It may require some changes in what you have been doing recently but not all new techniques, rather simply re-evaluating what has worked in similar market conditions in the past.

In fact, some things may have advanced and that will make the process easier, quicker or cost effective such as use of

- Zoom.
  - For Recruiters: (may require major wardrobe upgrades)
    - ☐ better qualify candidates,
    - ☐ meet with clients.
  - For Clients:
    - ☐ More effect phone screening
    - ☐ Faster Interviewing process
- Much Needed upgrade to your contracted clients
- Updated technology i.e. Database software

NEW JOB CATEGORIES
coming out of reopening and recovery:

- Wellness monitors to screen employee health
- Disinfecting workers to sanitize equipment and workplaces
  - ZipRecruiter job posting for cleaners surged 75% in March
- Contact tracers to find/notify people potentially exposed
  - Estimated 100,000 to 300,000 people will be needed

BRIGHTER DAYS AHEAD

How can your staffing firm thrive in this economy, rebound quickly and emerge more competitive?

Work harder and smarter:

AGGRESSIVELY PURSUE SMART BUSINESS OPPORTUNITIES

SOURCES:

https://www.bls.gov/news.release/empsit.nr0.htm

https://www2.staffingindustry.com/site_member/Research/Research-Reports/Americas/US-Staffing-Industry-Forecast-April-2020-Update

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https://www.usatoday.com/story/money/2020/03/13/coronavirus-report-finds-these-jobs-surging-because-pandemic/5040425002/

https://www.cbsnews.com/news/contact-tracing-jobs-covid/

Avionté Releases CHANGE, a Paycard Designed Specifically for the Staffing Industry

Avionté announces the launch of CHANGE, a paycard designed to benefit both the employee and the staffing firm's bottom line.

Avionté, an industry leader in enterprise staffing and recruiting software, announced the release of its latest offering, CHANGE, a paycard that supports the unique challenges of staffing and recruiting agencies.

CHANGE is a specialized staffing paycard specifically designed for the staffing and recruiting industry that addresses the unique challenges they face and offers a loyalty program to incentivize employees for good behaviors that benefit both the employee and the staffing firm holistically.

With CHANGE, staffing firms can create stronger relationships and increase retention with their employees and the clients they serve. The CHANGE loyalty program helps turn employees into brand ambassadors by facilitating the rewards focused on positive behavior. Employees earn points for work behaviors that are then redeemable for gift cards from over 75 top merchants or Visa or MasterCard branded spend cards used anywhere Visa or MasterCard are accepted.

In addition to the loyalty program, the CHANGE card addresses key payroll requirements for staffing firms. Paycards enable firms to streamline the payroll process by reducing paper checks, delivery fees and personnel costs. Firms using Avionté can work with a single trusted provider, because the CHANGE paycard is embedded directly into the Avionté system. Eliminating paper checks also minimizes fraud, theft, stop-payment costs, and out-of-cycles checks. These features are key to firms who want to modernize their payroll offering without burdening their back-office personnel.

"CHANGE is a product of Avionté's continued efforts to be a stronger partner in innovation for its customers and accelerate the pace and consistency of delivering new solutions to the staffing and recruiting industry," said Karl Florida, CEO of Avionté. "Over the years, it's been our mission to empower employment by helping staffing firms connect people with meaningful work. Now, with our new payment services and loyalty program offerings, I strongly believe that we are not only continuing that tradition, but we're also offering our clients new ways to connect people with a meaningful way to manage their finances, while simultaneously improving their relationships with their customers and positively impacting their bottom line."

Avionté announced the upcoming release of the CHANGE card to clients at its CONNECT user conference this August. CHANGE officially launches at American Staffing Association's Staffing World virtual conference this week where attendees can explore how a new staffing paycard solution can lead to safer worksite behaviors, reduced worker's compensation rates, improved employee attendance and client satisfaction, more referrals and a stronger candidate pipeline, and increased talent retention. CHANGE is available today to all current and new Avionté clients.

About Avionté

Avionté is a leader in enterprise staffing and recruiting software solutions, offering innovative end-to-end technology solutions to nearly 1,000 customers and 25,000 users throughout the U.S. and Canada. Avionté delivers a robust platform for clerical, light industrial, IT and professional staffing firms to maximize profits and boost productivity that includes powerful ATS, Payroll and billing solutions and a paycard designed specifically for the staffing industry. For more information, visit www.Avionté.com.

MIT Study finds design of hiring algorithm impacts quality and diversity of candidates

Traditionally designed models risk shutting out under-represented minorities from interviews

CAMBRIDGE, Mass., Oct. 20, 2020 – Algorithms have been shown to outperform humans in a range of settings from medical diagnosis to image recognition. However, critics caution that automated approaches could codify existing human biases and disadvantage those from under-represented groups. Examining the use of automation in hiring, MIT Sloan Prof. Danielle Li found that algorithms which value exploration improve the quality of candidates while also increasing demographic diversity.

"There is a growing body of work on the potential gains from following algorithmic recommendations, but this is the first paper to highlight the role of algorithm design on the hiring process," says Li.

She explains that typical hiring algorithms are designed to solve a static prediction problem. They look at a historical data set of people who were previously selected to predict who will be a good hire from a pool of current applicants. "As a result, those algorithms often end up providing a leg-up to people from groups who have traditionally been successful and grant fewer opportunities to minorities and women."

In the study, Li and her colleagues focused on the decision to grant first-round interviews for positions in consulting, financial analysis, and data science – sectors which offer well-paid jobs and which have also been criticized for their lack of diversity. They analyzed records on job applications to these types of positions with a Fortune 500 firm. Like many other firms in its sector, the company receives a large number of applications and rejects the majority of candidates on the basis of an initial automated resume screen. Among those who pass this screen and go on to be interviewed, hiring rates are still relatively low, with only 10% receiving an offer.

The researchers built three resume screening algorithms to compare outcomes. The first model used a typical static supervised learning approach (SL), relying on past data sets to make predictions. The second model used a similar SL approach, but it updated the training data used throughout the test period with hiring outcomes of applicants selected for interviews (updating SL). The third approach implemented an upper confidence bound (UCB), incorporating exploration bonuses that increase the algorithm's degree of uncertainty about quality. Those bonuses tend to be higher for groups of candidates who are underrepresented – meaning they could have unusual college majors, different geographies, unique work histories, etc. -- in the training data. The algorithm was not told in advance to select minorities or women.

They found that the UCB model more than doubled the share of selected applicants who are Black or Hispanic, from 10% to 23%. In comparison, static and updated SL algorithms decreased Black and Hispanic representation to approximately 2% and 5% respectively.

Li points out that the increase in diversity from the UCB model was persistent throughout the test sample. If the additional minority applicants selected by the UCB model were weaker, the model would update and learn to select fewer such applicants over time. Instead, the UCB model continued to select more minority applicants relative to both the human and SL models.

As for gender, all algorithms increased the share of selected applicants who are women, from 35% under human recruiting to 41% with the SL model, 50% with the updating SL model, and 39% with the UCB model.

Li explains the reason why the exploration-based model selects fewer women: "Although there are fewer women in our data set, increases in female representation under the UCB model were blunted because men tend to be more heterogenous on other dimensions like geography, education, and race, leading them to receive higher exploration bonuses on average."

The researchers further found that the machine learning models generated "substantial and comparable" increases in the quality of selected applicants, as measured by their hiring potential.

"Our study shows that firms don't need to tradeoff equity for efficiency when it comes to expanding diversity in the workplace. Even though our UCB model placed no value on diversity in and of itself, incorporating exploration in the model led to the firm interviewing twice as many under-represented minorities while more than doubling its predicted hiring yield," says Li.

However, she cautions, that not all algorithms are designed equally. "In our study, the supervised learning approach – which is commonly used by commercial vendors of machine learning based hiring tools – would improve hiring rates, but at the cost of virtually eliminating Black and Hispanic representation. This underscores the importance of algorithmic design in labor market outcomes."

Li is coauthor of the NBER working paper "Hiring as exploration" with MIT PhD candidate Lindsey R. Raymond and Peter Bergman of Columbia University.

The MIT Sloan School of Management is where smart, independent leaders come together to solve problems, create new organizations, and improve the world. Learn more at mitsloan.mit.edu.

Scott Bicksler of Aerotek Named 2020 ASA Volunteer of the Year

The American Staffing Association today announced that Scott Bicksler, lead safety manager with Aerotek in Rockford, IL, is the 2020 ASA Volunteer of the Year. Bicksler was honored during Staffing World®, the association's annual convention and expo, a virtual event in 2020, Oct. 19–22.

The ASA Volunteer of the Year program, launched in 2016, recognizes an individual who is an outstanding contributor on an ASA committee, section council, state network, task force, or working group. The recipient is selected through nominations from volunteer peers.

Bicksler is currently co-chairman of the ASA employee safety committee, which he joined in 2013. He also is a volunteer with California Staffing Professionals, an ASA-affiliated chapter.

In addition to giving back to ASA, Bicksler is a member of the services sector council of the U.S. Centers for Disease Control and Prevention's National Occupational Research Agenda, which helps stimulate innovative research and improved workplace practices.

"ASA commends Scott for his outstanding contributions to the association and the U.S. staffing and recruiting industry in the critical area of worker safety," said Richard Wahlquist, ASA president and chief executive officer. "During his eight years as a volunteer, Scott has shown us all his passion and commitment to workplace safety. His vast experience with the staffing industry and deep knowledge of best practices in safety and risk mitigation—as well as his industry advocacy with regulators at the state and federal levels—have won the respect of his colleagues and ASA staff who view him as an excellent leader of the employee safety committee."

About the American Staffing Association

The American Staffing Association is the voice of the U.S. staffing, recruiting, and workforce solutions industry. ASA and its state affiliates advance the interests of the industry across all sectors through advocacy, research, education, and the promotion of high standards of legal, ethical, and professional practices. For more information about ASA, visit americanstaffing.net.

NPAworldwide Membership Grows in the USA, Hong Kong and South Africa

NPAworldwide membership expanded during September 2020.

The new member firms are as follows:

- Altru Consulting, LLC (altruconsulting.com), Kansas City, Missouri, USA
- Boutique sales recruiting and consulting firm
- *Ability Focused Staffing LLC. (abilityfocusedstaffing.com), New* York, New York, USA
- Areas of focus include information technology, technology solutions, executive recruiting, call center staffing, accounting and finance recruiting and staffing, office and administration staffing, RPO,

payroll services, military and military spouse staffing, differently-abled staffing, industrial staffing, and specialized on-site performance-based solutions

- Relentless Recruiting (www.hirerelentless.com), San Antonio, Texas, USA
- Specialists in commercial sales positions in medical, pharmaceutical, biotech, as well IT / software engineer positions with medtech companies
- HR Dynamics, Hong Kong
- Focused on c-suite and specialist positions covering a wide range of industries, with special strength in property & construction, shipping & logistics, and manufacturing
- JB Recruit (www.jbrecruit.co.za), Johannesburg, South Africa
- Recruitment expertise in the specialist financial markets, investment banking and broader finance arena
- Narinyan (narinyan.com), Los Angeles, California, USA
- Placing accounting professionals across the USA
- Stephen Marks, New York, New York, USA
- Areas of concentration include investment banking / private banking; quantitative analysts, asset management, risk management, regulatory, compliance, data governance/scientists, commercial/residential underwriters
- Onyx Staffing, LLC (onyx-staffing.com), Boston, Massachusetts, USA

Provide both temporary and direct hire services in the following specialties: technology, HR, accounting/finance, sales, marketing, office administration & investment ops

"Congratulations to each of our new member firms," said Dave Nerz, president of NPAworldwide. "By joining the network, these recruitment firms are invested as owners. Our continued membership growth allows independent recruitment firms to more effectively serve their clients and candidates by adding or increasing split placements."

NPAworldwide membership is offered on a selective basis to independently-owned recruitment firms who meet the network's enrollment criteria and have a strategic interest in making split placements.

About NPAworldwide. NPAworldwide is a global recruitment network facilitating placements between its members. The network has more than 550 member offices across 6 continents. For more information, please visit www.npaworldwide.com or www.npaworldwideworks.com.

American Staffing Association Elects 2021 Board of Directors

Alexandria, VA, Oct. 29, 2020—The members of the American Staffing Association elected individuals to serve three-year terms on the ASA board of directors at the annual membership meeting during Staffing World®, the ASA annual convention and expo, held virtually last week.

The board elected a new slate of officers:

Joyce Russell, Adecco Group US Foundation, chair

W. Benjamin "Ben" Elliott, Randstad North America, first vice chairman

Threase Baker, TSC, CSP, Abbtech Professional Resources Inc., second vice chairman

Joanie Bily Courtney, EmployBridge Holding Co., treasurer

Jeff Bowling, Curative, secretary

The board elected eight directors: Threase Baker, TSC, CSP, Abbtech Professional Resources Inc.; Jeffrey S. Burnett, CSP, Labor Finders International Inc.; John Elwood, CSP, Elwood Staffing; James E. Essey, CSP, TemPositions Group of Cos.; Chris Hartman, Allegis Group; Janette Marx, Airswift; Leo Sheridan, Advanced Group; and Ken Taunton, CSC, the Royster Group Inc.

Other directors currently serving on the board are Susan Dietrich, TOPS Staffing LLC; Robert A. Funk, Express Employment Professionals; Tom Gimbel, LaSalle Network; Karenjo Goodwin, Exact Staff Inc.; Jeff Harris, Workforce Unlimited; Kristen Harris, CSP, Portfolio Creative; Kelly McCreight, CSP, Hamilton-Ryker; Ranjini Poddar, Artech LLC; Peter W. Quigley, Kelly; Dan Struve, CSP, Helpmates Staffing Services; Mark Toth, CSP, ManpowerGroup; and Steve Wehn, AMN Healthcare.

"The ASA board of directors and staff will work closely with ASA chair Joyce Russell and the newly elected officers to protect and promote the interests of the staffing industry as the nation continues along the road of economic recovery," said Richard Wahlquist, ASA president and chief executive officer. "Specifically, in the coming year, ASA and its members will remain focused on getting Americans back to work; keeping workers safe as they return to brick-and-mortar work sites; training, upskilling, and reskilling people who will need to transition to new jobs and careers due to Covid-19's impact on employment; and helping organizations achieve higher degrees of efficiency regarding their use of talent."

Representatives from independent firms and national companies serve on the ASA board of directors.

For bios, pics and more info, visit americanstaffing.net.

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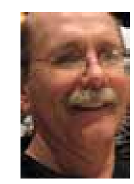

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