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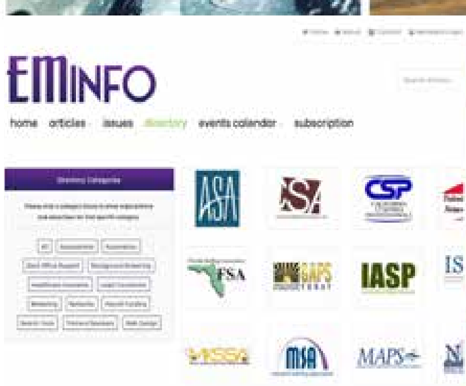
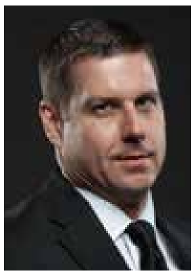


5 Eye-Opening Reasons to Outsource Your Marketing to an Agency

Discover Your Sustainable Work Style: WFH or WFA

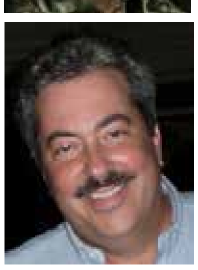
How to Educate Your Customers on Temporary Employee Retention

Contents







In Every Issue. . .

Letter From The Editor

Good Job. Well done. Thanks for all the hard work you put in. Words of praise go along way. Today these acknowledgements are as important as they have always been. People need to feel like their contributions are well received. Sometimes doing this in person or with a personal hand written note or gold star on their report is more meaningful than on social media. Not everyone wants to be recognized on the world wide web.

Take time to also give yourself a little praise. Recognize your own accomplishments just by a silent mental moment of praise that you did a good job.

In this issue, you will find lots of advice on how to set goals and reach them as we move forward into a new year. There is still time to set your course now in December so you start the New Year right.

We all need a little help with setting goals that are high enough to obtain but not so high we feel they are out of reach in a few months. Writing them down too is important so that you can pull them out of a draw or open them on your personal computer to review and note that you are remaining true to yourself and your goals.

Today it's more important than ever to take time for you. Find a new hobby or project that is meaningful. Bring in the New Year not with regrets but by excitement and creativity.

Enjoy the upcoming holidays and take part in what truly makes you happy.

Happy recruiting…

Pat Turner

DID YOU KNOW?

* Even if you have an excellent full-time marketing team that's effective, it rarely hurts to bring extra help for special projects or offload tasks on an as-needed basis. pg 7

* Consider that Millennials and Gen Z workers make up 38% of manpower now and by 2028 these two generations will hold 58% of the workforce. pg 9

* Find out what it costs your customers to get an employee trained and present statistics to them based on their volume of temporary help usage. pg 11

* There is no state or federal law that requires that an employee be paid for time off such as for a holiday or for vacation. The basic principle as stated by the Fair Labor Standards Act (FLSA) is that the FLSA "does not require payment for time not worked such as vacations or holidays." Stated simply: "if you work, you get paid." pg 13

* If your job order to placement ratio for contingency recruiting is 4 to 1, you will need one job order per week. pg 14

* A Gap Analysis is a great way to enforce accountability for not only your team, but for you as an entrepreneur. pg 15

* Each year, workers in the U.S. miss more than half a billion workdays. Productivity losses linked to absenteeism cost employers $225.8 billion annually in the United States! pg 17

Events & Trainings

Feb 18th 11am-12 noon
Zoom webinar: Attraction Marketing:
Get More Clients Without Endless Cold-Calling
With Trish Conlin
[Register Here]

ASA CSP naps NAPS New England Association of Personnel Services MKSSA Missouri & Kansas Search and Staffing Association WISS Wisconsin Association of Staffing Services ISSA Illinois Search & Staffing Association

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Naughty or Nice? Staffing Reports that Should be on Your Nice List in 2021

By Jennifer Roeslmeier

It's crazy to think that we are already at the end of 2020 and the holidays are upon us. It seems like the past 9 months have surprisingly gone fast, despite everything going on. Even though the holidays will probably look a little more like a holi-daze this year, I still look forward to the holiday season and all of the holiday cheer it brings! Overall, I think everyone is probably looking forward to the holiday season a little more this year!! In the mix of all of the holiday cheer though also comes planning for 2021. Many companies may find planning for the new year even more difficult than in years past. How do you plan when there is an unpredictable year ahead? Having the right staffing reports by your side will help you analyze where you are at and forecast for the coming months.

So, what staffing reports should be on your nice list in 2021? First, we will take a look at a few reports that will help give you an overview of where you are at. Next, we will dive into a series of reports that take a look at the nitty gritty details and will help you forecast. Finally, we will end with 3 bonus reports you should have by your side every day!

Planning & Forecasting Reports

First, Review Where You Are At

Before you begin forecasting for the coming year, you will first want to get a handle on where you are at. Where is your revenue coming from? What clients are doing the best? What clients have the most billed hours? What is your client turnover rate? Understanding your business and knowing where the most revenue is coming in from, will help you forecast later on.

Revenue Trends Report

The first helpful report will be a high-level revenue report that captures the fundamental aspects of revenue trends. Compare 2020 to 2019. You can even compare 2020 to years prior to 2019. A simple comparison could be sales, revenue, and bill hours. How did your company do in comparison to years prior? Has there been a significant drop or is it comparable? Are there any specific months that were more comparable to others, particularly in the past 9 months? If so, what did you do to help keep the revenue comparable? Try to identify trends that you may see in the coming year. Below is an example report you could make that will help you compare revenue trends from years prior.

Revenue by Category Report

After the high-level review, you can then dive into revenue by category. This can include: location, industry, line of business, etc. If you staff both temporary and direct placements, you can create (2) separate reports for each sector. Take a look at where the most revenue is coming from, if there are any trends, if there are any places for improvement, and if there is a way you can further capitalize in the area's where the most revenue is coming in. Also analyze, why some areas may be performing lower than others—was a specific location and industry hit harder during the pandemic?

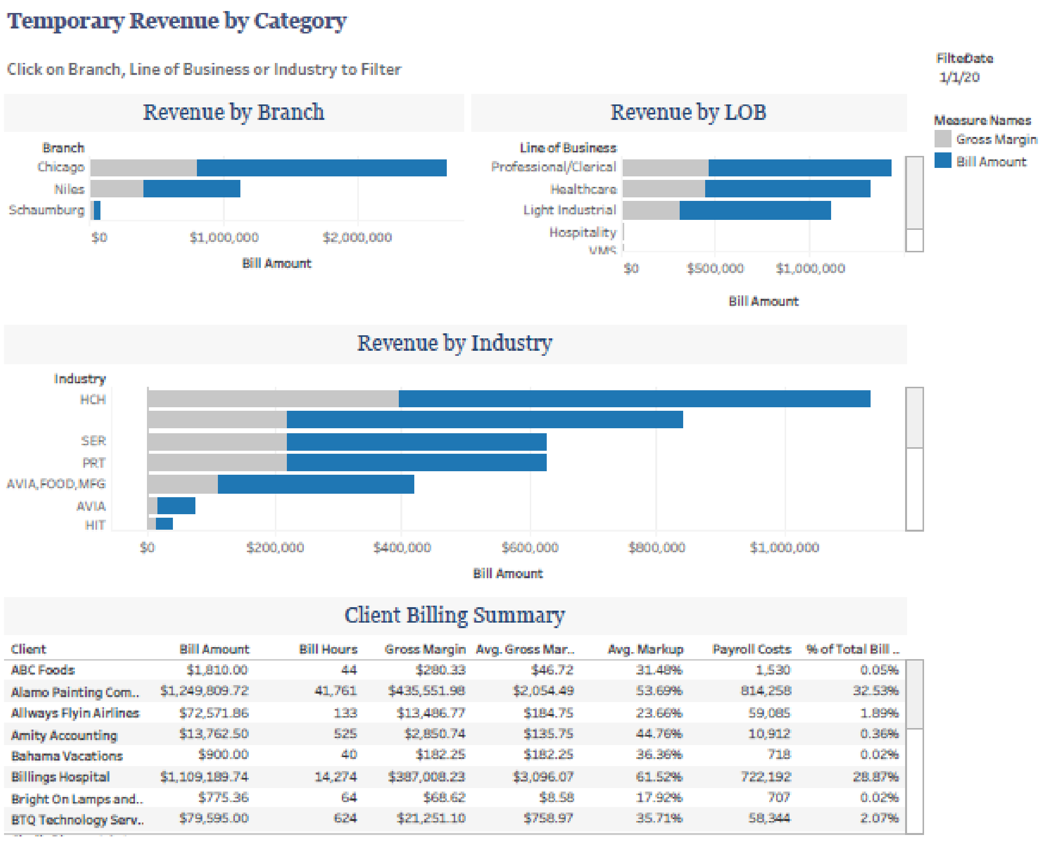
On this same report you can even include a summary of your top 10 clients that brought in your most revenue. Some items to compare: bill amount, bill hours, gross margin, avg. gross margin, avg. markup, payroll costs, and % of total billed. This report will help you understand who your best clients are and who is bringing in the most revenue. You will want to keep these clients happy! You may also want to think about any trends you see among these companies. Is there a reason why these companies are your highest performing? If you can find a trend, you can search for similar companies to partner with.

Another important area to note on your client comparison report, is the percentage of billing. Is there one client that is bringing in a significant amount of revenue? If so, you will want to look

into diversifying your accounts. You want to avoid a single company bringing in the majority of your revenue, otherwise you won't be in a good position if you were to lose the account.

Below is an example of a Revenue by Category Report:

Customer Ranking Report



Client	Bill Amount	Bill Hours	Gross Margin	Avg. Gross Mar..	Avg. Markup	Payroll Costs	% of Total Bill ..
ABC Foods	$1,810.00	44	$280.33	$46.72	31.48%	1,530	0.05%
Alamo Painting Com..	$1,249,809.72	41,761	$435,551.98	$2,054.49	53.69%	814,258	32.53%
Allways Flyin Airlines	$72,571.86	133	$13,486.77	$184.75	23.66%	59,085	1.89%
Amity Accounting	$13,762.50	525	$2,850.74	$135.75	44.76%	10,912	0.36%
Bahama Vacations	$900.00	40	$182.25	$182.25	36.36%	718	0.02%
Billings Hospital	$1,109,189.74	14,274	$387,008.23	$3,096.07	61.52%	722,192	28.87%
Bright On Lamps and..	$775.36	64	$68.62	$8.58	17.92%	707	0.02%
BTQ Technology Serv..	$79,595.00	624	$21,251.10	$758.97	35.71%	58,344	2.07%

Similar to the above report where we list out the top clients bringing in the most revenue, you can build a separate Customer Ranking report that shows a snapshot of all of your clients. Again, identify your top clients bringing in the most revenue and also which clients are bringing in the least revenue. Just like you want to identify ways to capitalize more on the clients bringing in the most revenue, look into the clients that aren't bringing in as much. Identify why this may be and see if there could be more opportunities to work more with those companies. Similar to the above report, good comparisons would be bill amount, bill hours, gross margin, average gross margin, average markup, payroll costs, and % of total bill.
A useful comparison to this report, would be to pull last year's Customer Ranking Report. Are the same customers on top or are they different? If they are different, why are they different? In 2021, do you anticipate the top companies on your 2020 report to remain on top?

Next, Dive into the Nitty Gritty
Our revenue and customer ranking reports give us a nice overview of where you are at and a snapshot of where your clients rank. Next, it's time to dive into a little more detail to help you further identify areas to focus on in 2021.

Client Billing Reports

Client Billing by Location

If you staff across the country, a client billing by location report would be useful to identify the part of the country that has the most billing. If you staff in one state, you could break this down by county. Identifying areas with high billing could help you focus on these areas in 2021. You can also analyze why they are doing well. Were they not impacted by the pandemic as hard? Were there more opportunities for business in these areas? Also, look at the locations with low billing and identify if these could be locations to focus more on.

Client Billing by Bill Hours

This report is similar to the customer ranking report, except you can rank the companies that have had the most bill hours. Which companies needed the most help? Which companies didn't need as much help? Again, you will want to stay close to the companies with the most bill hours and see if you can further grow those bill hours in the new year. Even the companies with the low bill hours you want to stay in touch with and see how you can help. If they don't have staffing needs, continue to communicate with them by providing resources that could be beneficial, such as sending a relevant article or news story.
You should also pull a comparison of the Bill Hours from last year. Do the same companies have the most bill hours or is it different? Do the companies that have low bill hours this year, normally have much higher bill hours? If so, this will help you identify companies that aren't doing well now, but will have staffing needs in the near future again. These are also clients you will want to stay close to.

Client Billing by Customer Reports

If you further want to drill into reports by customer and compare billing from years prior, the below (3) reports are handy ones to have on hand.

Billing by Customer Compared to Years Prior

This report you can pull by customer and compare the last few years (by month) in comparison to 2020. What has changed? Was there billing in 2020 higher or lower compared to years prior? Did there billing change during the last 9 months compared to years prior? If billing is higher or comparable, they will be a good client to focus on to bring in more billing in 2021.

Billing by Customer by Highest Billing Month

By customer, you can also look at the highest billing month from the past few years and see if you see a pattern. Have they consistently had a time frame where they billed the most? If so, did that trend continue in 2020? You can use these analytics to help you forecast in 2021 by month.

Temp Hours Worked by Customer

This is another useful report that you can pull by client to identify if temp hours are going up, down, or staying steady. Particularly, for this report you want to look at the Period End Date. If you see their temp hours have gone up, they would be a good customer to focus on in 2021. You may even find some surprises along the way!

Client Turnover Report by Period End Date

You can also take a look at client turnover by period end date. Have client orders diminished over time? Who is no longer ordering temps? What percent are the orders going up or down? You can pull this report by client to help you identify companies that have increased hours. These are also companies you want to focus on because you know they will give you the most hours.

Begin to Forecast

Customer Revenue Forecasting Report

Now that you have taken a look at where you are at and into the finer details, you can begin forecasting customer revenue. First take a look at what you did last year this time and in the coming months. Based on your analysis, which companies will see an increase in revenue? Which companies will see a decrease in revenue? If you expect to see a decrease in revenue, then forecast down. You can simply forecast down by percent. Do you expect a 50% decrease? 30%? 20%?

As you begin to forecast how much revenue your current customers will be bringing in, you can then put an action plan together of how you will make up for that revenue if you anticipate it to be lower. Will you try to capitalize more on the clients doing well? Are there new industries you could dive into? During your analysis, were there particular locations doing well that you could try to do more business in?

If business has been booming and you forecast even higher than last year, then focus on how you can further capitalize on this growth. Where did this increase in revenue come from? Can you further grow revenue in those areas that are high performing?

Everyday Reports

Let's now flash forward to 2021. You have your forecast. You can now put those reports away until next year, right? Not quite, you will want to continue to use those reports throughout the year. 2020 was unlike any year we have had, but 2021 will be no different. It will continue to be unpredictable so having those reports by your side will be essential to understand how your business is performing and if any changes in your business plan is needed.

To wrap up our 2020 Staffing Report Nice List, as promised we will go over (3) last bonus reports you may find helpful as you go about your everyday needs in 2021.

Open Job Order Report

If you don't already use an Open Job Order Report, it's the perfect report to pull every morning to help you and the team plan out the day and the rest of the week. It's also a handy report for morning status meetings. On the Job Order Report, you can break out open jobs by placement consultant (PC), position, branch, client, and more. Below is an example of an Open Jobs Report.

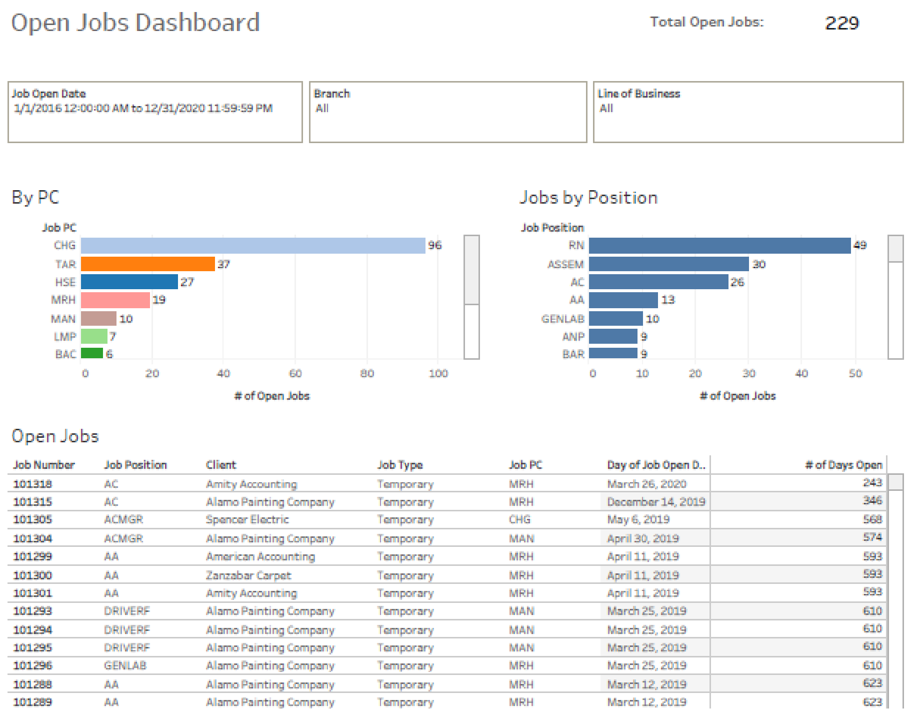
Fill % Report

This report looks at the percentage of the job quantity being filled. It will help you identify problems in filling positions and further explore why some positions are left unfilled. You can also use it to detect trends—is there a specific job type that is consistently not being filled?

This report can be broken out by job order: Were you asked to fill 10 jobs, but only filled 8? You can also look at the bigger picture over a period of time and break it out by client, branch level, PC, etc.

Employee Assessment Report

This is a basic report you can use to track various performance metrics of your internal team members. Afterall, the success of your company



Job Number	Job Position	Client	Job Type	Job PC	Day of Job Open D..	# of Days Open
101318	AC	Amity Accounting	Temporary	MRH	March 26, 2020	243
101315	AC	Alamo Painting Company	Temporary	MRH	December 14, 2019	346
101305	ACMGR	Spencer Electric	Temporary	CHG	May 6, 2019	568
101304	ACMGR	Alamo Painting Company	Temporary	MAN	April 30, 2019	574
101299	AA	American Accounting	Temporary	MRH	April 11, 2019	593
101300	AA	Zanzabar Carpet	Temporary	MRH	April 11, 2019	593
101301	AA	Amity Accounting	Temporary	MRH	April 11, 2019	593
101293	DRIVERF	Alamo Painting Company	Temporary	MAN	March 25, 2019	610
101294	DRIVERF	Alamo Painting Company	Temporary	MAN	March 25, 2019	610
101295	DRIVERF	Alamo Painting Company	Temporary	MAN	March 25, 2019	610
101296	GENLAB	Alamo Painting Company	Temporary	MRH	March 25, 2019	610
101288	AA	Alamo Painting Company	Temporary	MRH	March 12, 2019	623
101289	AA	Alamo Painting Company	Temporary	MRH	March 12, 2019	623

relies heavily on your internal team. The report helps you keep track of which employees are performing well and can be useful when assessing end of year bonuses and raises. It will also help you identify the employees not performing as well and any areas where they may need some additional help or guidance.

Employee Assessment Reports can be created based on position (i.e. recruiter, sales person, accountant, etc.) Some metrics on a Recruiter Employee Assessment Report can include recruiting calls, interviews, resumes sent, job orders filled, fill %, etc. A Sales Employee Assessment Report can include sales calls, voicemails left, emails sent, client meetings, new sales gained, etc. These are just a couple of assessment reports you can put together for your internal team members, but the options are endless! Any performance metrics that are important for success at your company should be included on each assessment report.

Conclusion

We covered a lot of reports that should be on your Staffing Report Nice List in 2020. Some of them may even be blending together by now! So, what are the key takeaways?

1. Your company's data is your best forecasting tool as you plan for 2021.
2. Analytics are extremely important—need to use data analytics to strategize for the coming months.
3. Know your metrics and stay close to your customers—especially the customers bringing in the most revenue.
4. Re-do your business plan as often as needed to adjust to the changing climate and changes in your business.
5. Understand customer buying habits—know what's normal for your business and how things have changed in the past 9 months.
6. Start marketing- use your metrics to begin calling key clients doing well to further grow your partnership in 2021.

You have your reports, you have your data, go out and start 2021 off right!

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 Eye-Opening Reasons to Outsource Your Marketing to an Agency
(Staffing & Recruiting Edition)

By Tony Sorensen

With around 20,000 staffing and recruiting firms in the country, how does the lone agency stand out in today's competitive market?

Hint: The secret isn't much of a mystery; it's just having outstanding marketing.
If done right, marketing genuinely has the power to help your business connect with more clients, candidates, and partners over time.

The challenge is often that staffing, recruiting, and search firms aren't doing enough marketing or run into barriers when they do it all in-house.

Listed below are five eye-opening examples of how outsourcing your marketing to an agency can improve your bottom line, supplement your existing marketing team, and drive more traffic to your business.

It's Cost-Effective

Marketing agencies frequently get a bad rep for being exorbitantly expensive. With how tight budgets are right now, outsourcing to an agency may appear not to be the most financially-sane option.

However, outsourcing marketing to an agency is surprisingly more cost-effective than you would think, especially when compared to marketing in-house.

Example:
Let's say you're considering hiring an internal marketer with a starting salary of 70K, with another 30K in costs with benefits. You're looking at around 100K each year for their full-time help.

Now, consider the cost of an agency. With an average rate of $150 an hour, let's say you purchase a monthly retainer of 40 hours. After a year of outsourcing your marketing, you've only spent 72K. The difference? The outsourced agency offers a team of marketing specialists at your disposal vs. a lone marketer.

Complements Your Existing Marketing Team

Even if you have an excellent full-time marketing team that's effective, it rarely hurts to bring extra help for special projects or offload tasks on an as-needed basis. Many staffing and recruiting firms rely on marketing agencies to supplement or even enhance their existing marketing team when projects pile up.

Example:
You might have a phenomenal digital marketing manager, but they don't have any video marketing experience. The digital marketing manager comes up with a delightful idea to turn a salary guide into a video series, but since they don't have any first-hand experience with video or have the necessary equipment, they look for outside help with a local marketing firm. The firm steps in and gets the project done, while the digital marketing manager can focus on other marketing initiatives. Additionally, the marketing agency remains on stand-by if the company decides to make more videos.

Access to Emerging Technology

Typically, experimenting with new digital marketing technology in-house comes with a bit of risk, especially when you factor in ramp-up time to learn the technology and trial-and-error from using it. Marketing agencies have a clear advantage because they often have experience working with emerging digital marketing technology and knowing what works and what doesn't. It would be like trying to learn how to use a seismograph on your own even though there's a seismologist down the street who would be willing to teach you how to use it for only a few bucks.

Example:
Say you want to implement a recruiting chatbot on your website. It sounds simple in theory, but after doing some research, it requires a bit more work than you thought. As a business owner, you've got many more important things to worry about, so you call your friendly neighborhood marketing agency to help get it setup. Not only do they get it all installed and ready, but they also show you how to run it so that you can continue to prosper from this technology.

ROI-Driven

At the end of the day, results matter. Are you getting the number of new clients you wanted through ads? Is your firm ranking first on Google? Marketing agencies are extremely metrics focused. Within an agreed-upon timeframe, you can easily tell if your marketing efforts are paying off or falling flat. Any noteworthy marketing firm will be able to literally show you that the work they are doing is paying off in four, five, or even six-figure outcomes.

Example:
Let's say you work with a marketing agency to develop an in-depth eBook that's meant to drive new business. After promoting the eBook for a month on LinkedIn, the marketing agency tells you that the eBook created 50 leads, 10 of which turned into sales that generated over 100K in revenue.

Outsourced CMO

With an average salary of $174,234, Chief Marketing Officers are a significant investment for any business. Not only do they oversee lead generation and brand credibility, but they also provide a strategy for maximum online visibility. With a high-performing marketing agency, the strategy, planning, and decision-making that comes with a CMO is baked into the hourly agency rate.

Example:
For that mere $150 an hour, 40 hours a month rate we discussed earlier, you're getting an entire team of marketers, including the CMO — all for 72K a year!
At the end of the day, outsourcing your marketing to an agency has a relatively low risk, especially when you factor in its high potential to offer a return on investment.

Parqa Marketing Solutions for Staffing & Recruiting

Ready to connect with more clients and improve your bottom line with the staffing and recruiting industry's favorite digital marketing agency? Contact Parqa Marketing today to get started! Whether you need help driving more traffic to your website, help building a stronger brand, or want to dive into new marketing technologies, we'd love to be your guide.
Prefer the DIY method of marketing? No problem, be sure to check out our free handy Marketing Strategy Guide for some pro tips, industry secrets, and more!

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.

Discover Your Sustainable Work Style: WFH or WFA

(Work-from-Anywhere)

By Kate Moore

4.3 million people in the USA work from home at least half the time, according to Owl Labs. The pandemic first focused on health, but after 8 months of WFH for millions, we could be looking at an American shift in lifestyle. Consider that Millennials and Gen Z workers make up 38% of manpower now and by 2028 these two generations will hold 58% of the workforce. That's an astounding number.

We have already seen a shift in the so-called "American dream" as companies adjust to the fact that employees aren't interested in a 'pat on the back' from their boss or a 'big paycheck,' as much as they want to find enjoyment in their day-to-day and make a difference. Resourceful companies are listening and making adjustments now.

Eight to five has been a way of life for Americans and continuously changing and upgrading technology keeps us going, but we are combating high-turnover and burnout because of it. During my travels to Bali, I met other travelers who stated, "Oh Americans, you're always working." I was just as surprised that my Netherland traveler was able to stay for 30 days, as they were about me only being able to visit for 10. The entrepreneur part of me felt proud, but the millennial in me is begging to be known for more.

History shows that tragedy can be used to refine and reflect. Could this pandemic be the revolution we need? Can't we have both a tremendous work ethic and the ability to work from a space that gives the freedom to cultivate a life that inspires, rather than burns us out?

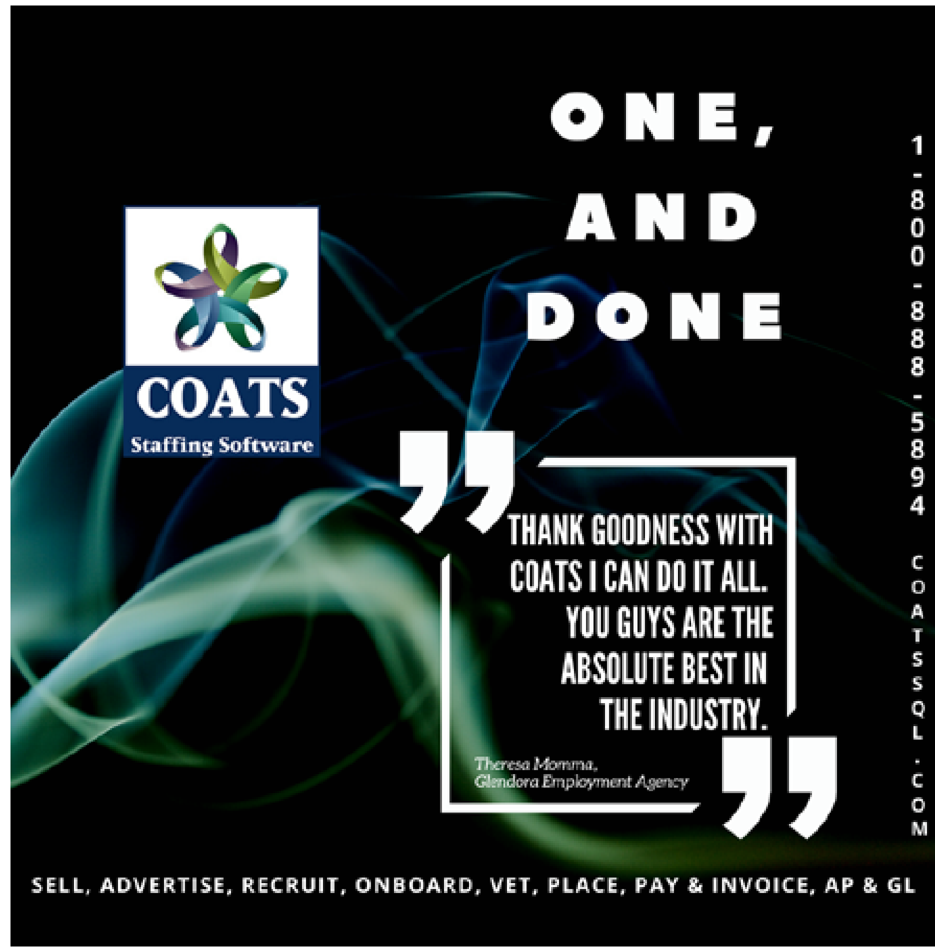
Technology has the potential to provide the freedom and balance we crave, when used responsibly. Small businesses are twice as likely to hire full-time remote workers (Owl Labs). Speaking with a small business owner of COATS, Lynn Connor, has used this time to reflect on software offerings for staffing firms across the nation. COATS Staffing Software strategically created remote hiring capabilities that allows them to specifically serve their customers in this realm.

Digital over Traditional. COATS serves mid-sized staffing companies across the nation, each client hiring a couple hundred employees weekly. Current clients have requested demos as they are ready to embrace remote applications. Lynn has seen an uptick in sales based on their offerings of electronic onboarding, mobile online-applications, online job postings, and employee portals.

Pivot. Lynn commented "during the onset of COVID-19, we shifted advertising strategies to promote remote hiring capabilities on the website and enhance ease of use with drag and drop features."

80/20. Internally, Lynn has received positive feedback from employees who would prefer the option to WFH permanently moving forward, with 20% interested in the ability to go in a few times a week. "Employees are still craving collaboration, especially new hires, so we are leaving the office open for them to utilize as needed, on their terms."

True Diversity. With a software tailored to the staffing industry, we chatted about the benefits of remote hiring for local businesses. When clients are not limited to their geographical talent pool, they have the option to hire the best talent around the world - or at least in the same time zone.



Freedom in the workplace. Prior to the pandemic, I remember hearing how friends and colleagues were seeking out remote positions for two reasons.

WFH (Work-from-Home): Considered by some, the true American dream. Advancing their career while being present in home life. Plus, no commute lessens the expense and stress of the day-to-day.

WFA (Work-from-Anywhere): Those who are restless in one location can get up and go. Choose to be a true digital nomad and work without a permanent address or go abroad and embrace the expat life.

Both sound wonderful, romantic even, but how realistic are these options? 2020 is the perfect opportunity for you to decide if the digital-nomad life is for you. Consider what it entails, in the less insta-worthy moments, as well.

What's your sustainable work style? You may find that you require structure to your day. Maybe you enjoy the rhythm of an 8 to 5 job, and unplugging at 5. Type A personalities that are organized and driven typically thrive in a WHF or WFA dynamic. Let's face it, you determine what gets done each day and how much you can accomplish with Netflix in the background or your kids jumping into your zoom calls. Remote work is not for everyone, but it absolutely makes sense to give people the opportunity to decide what work style they thrive best in - personally and professionally. Many firms have found their employees exceeding their goals, sales are higher and client's are providing more positive feedback and testimonials than was found in the typical brick and mortar setting.

Future Focused. As a travel advisor, I am always planning for the future. Our world will open back up and we will not be limited to our hometown, forever. Travel advisors exist for entrepreneurs, small businesses, and digital nomads just as much as they do for the bucket-list vacationer.

Melted&Moved offers a "high-touch" process, from insider knowledge on what hotels are offering from long-term stay rates to leveraging relationships for exclusive access and tailored experiences. By 2028, 73% of all departments will have remote workers. If you're considering the work from anywhere option in the future, have a professional travel advisor in your corner to be sure you plan and execute accordingly. After all, you already have a full-time job. Let me do mine.

How to Educate Your Customers on Temporary Employee Retention

By Susan Wurst

PPPPSSSSTTT…..have you heard that recruiting is a challenge for staffing companies right now?

In every conversation I have had with our customers, the challenge of getting enough candidates is a topic of conversation. Once you have the candidate placed on their assignment, whether they stay or not is out of your hands, or is it?

You put in a lot of work to make that placement happen and when the employee calls you after the first week to tell you they aren't going back, you need to ask yourself if there was more you could have done to avoid the unfortunate situation.

Now more than ever, it is important for you to educate your customers on what they can do to increase retention of the employees you place with them.

$$$

Customers who understand that temporary employee turnover hurts their bottom line are more likely to take extra steps to cut down on the amount of churn. Unless the customer has the realization that turnover costs them money, their perception is that if a temp leaves, they can just call you for another one and nothing is lost.

Find out what it costs your customers to get an employee trained and present statistics to them based on their volume of temporary help usage. IE: If 20% turnover week 1 the cost is $X, if another 5% turnover after 1 month the total cost is $X. Total cost for the year is $X. After your customer sees that turnover is costing them money, you are more likely to get them to listen to your ideas on what part they can play in retaining the employees you place with them.

First Impressions

Do you remember your first day at your job? You most likely had a bundle of different emotions ranging from excitement to nervousness to fear. It is emotionally draining to start a new job; now imagine going through that range of emotions every week or month.

Encourage your customer to assign buddies to each temporary employee. It can be as simple as greeting them at the door, giving them a tour, introducing them to their supervisor and the rest of their team members and then checking back with them at the end of the first day. Something this simple will leave a lasting impression with the employee, make them feel valued and will decrease chances of a day two NCNS (no call no show).

Feedback

Let your customers know that it is ok to give direct feedback on work performance whether it is positive or negative. Of course, as the employer of record, any serious performance conversations should be conducted by you, but feedback if an employee could be doing something better or if they are doing an impressive job, feedback will be appreciated by the employee.

Minimize the Temp/Internal Divide

Educate your customers that creating a divide between temporary employees and internal staff will increase a temp's dissatisfaction with their assignment. I once had a manufacturing client who had a separate lunchroom for the temporary employees. Making employees feel less valuable or different is not acceptable from a simple human aspect, but for a temporary employee on an assignment, it is giving them one more reason to pick up the phone and ask you for a new assignment, or worse yet…call one of your competitors.

Employee of the Month

For high volume/long-term assignments, suggest having a temporary employee of the week or month program. Work with your customer to define criteria for the award that is communicated to the temps and publicly present the award. Whenever possible have a member of your staff present for the award. A certificate and a coffee shop gift card are an inexpensive way to incent and reward employees who are often overlooked and not recognized for their good work.

Long-Term Rewards

Ask your customer how they reward or recognize their internal staff and replicate that for the long-term temporaries. Do they recognize employee birthdays? Do they recognize anniversary milestones in some way? The more they do to make your temporaries feel like part of their team, the less likely those employees are to move on to another assignment when the opportunity presents itself.

Word Gets Out

There isn't necessarily a temporary employee circuit, but depending on your market, employees who choose to work temporary assignments often work together at different companies. If an employee has a good experience on assignment, they are likely to tell others. If you are having a hard time filling orders for your customer, educate them on the value of being that account that is drawing candidates to apply with your agency because they want to be placed at XYZ company.

Win-Win

There is no downside to the strategy of educating your customers on temporary employee retention. Minimizing turnover saves your customer money, saves you time in re-fills and ensures your employees have a positive employment experience.

Are you experiencing recruitment challenges?

Contact the recruitment marketing team at Haley Marketing to learn how we can design the ideal recruitment marketing strategy for your company.

Susan is excited to combine her passion for providing shareworthy customer service with her 25+ years staffing industry experience into her role as Director of Account Management. She feels that building trusted relationships with her customers is the key to helping them succeed. Having a customer tell her that she made a difference in their business is the highest compliment she can receive. Born and raised in Minnesota (you betcha), she dislikes the snow and cold and travels to warm climates whenever she can. When not traveling, she spends her spare time baking, watching her son's sporting events and researching for her next trip.

Holiday Pay…For Temp And Contract Placements!

By Judy Collins

The subject of holiday pay for hourly employees is a potential minefield. Navigate carefully and you can stay out of trouble! There is no state or federal law that requires that an employee be paid for time off such as for a holiday or for vacation. The basic principle as stated by the Fair Labor Standards Act (FLSA) is that the FLSA "does not require payment for time not worked such as vacations or holidays." Stated simply: "if you work, you get paid."

The federal government recognizes specific holidays for federal workers, in which case the worker has these days off, without pay. In some cases, public employees may be paid for this time off if it is a benefit offered as part of their employment agreement. Each state designates its own public holidays which apply to state workers. Private industry is not required to grant time off on these days, but often follows federal lead for the most common holidays. You should become familiar with the local state laws where you have employees working so that you can avoid pitfalls associated with how time, especially overtime, is treated, as we will see below.

Many employers do offer holiday pay, but these benefits must be clearly specified in writing in an employee handbook or an employment agreement. The employee, when hiring on, will be informed of these policies and, by accepting employment, agree with them. Some companies have stipulations that require an employee to be on the job for a specified minimum time before they are granted time off with pay. It is vitally important to have all your holiday pay and vacation time policies clearly stated in writing so there are no misunderstandings. This makes for an informed and happy work force.

Overtime does not calculate into holiday pay but is only based upon hours worked. Federal law specifies that overtime is calculated weekly: If an employee works over 40 hours during the week of a typical holiday, like Thanksgiving, Christmas, or New Year's Day for example, employees are entitled to "time and a half" for any hours worked over 40 hours. This applies to all workers, state, federal, and private. Some states have different overtime rules. California, for example, calculates overtime by the hours worked in a day and how many consecutive days the employee works. Private employers in Massachusetts and Rhode Island require employers to grant employees time off for any state-designated holiday or pay extra when they do work.

Finally, there is the complication of "Blue Laws" by which some states govern holiday work. These laws differ between retail, non-retail, and manufacturing. Check and see if your state has Blue Laws.

You can outsource these headaches by partnering with a back-office provider such as Evergreen Contract Resources. Back-office providers typically keep up with the ever-changing rules and regulations issued by the federal, state, and local jurisdictions. 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. Don't fret over **HOLIDAY PAY…FOR TEMP AND CONTRACT PLACEMENTS!**

Judy Collins

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NAPS Harold B. Nelson Lifetime Achievement Award Winner

This is not intended for legal advice. Consult your attorney for specific guidance.

For More info Click Here

ASK COACH Mike

Michael Gionta

Mike, I am beginning to think about my 2021 business plan. As a solo operator, what are the key constructs I should have as part of an annual plan? - Mary, San Jose, CA

ANSWER: The thoughts I will share apply to solo recruiters and firm owners creating annual plans with their recruiters. When I did my yearly planning with my recruiters, who were, in effect, solo operators, I used a template that starts with getting crystal clear on what the income goal the coming year.

The reason I begin with getting clear on desire is in my experience; people do not plan or do not commit to a plan because of a lack of clarity on what they want. People will throw out a number of $300,000, $400,000, $500,000, but there is no context or 'why' tied to that goal. There is nothing wrong with a number itself, but generally, when I find somebody that wants to bill $300,000, after a year of billing $150,000, and I ask this question, why is that number significant to you? What does that number allow for that I do not have now or that I want?

If a recruiter said that they want to bill $300,000, and I ask how they would feel if they billed $225,000, they would admit at that billing level it would be a really good year. The reason they give is that $225,000 is $75,000 more than they did the previous year, which is exciting to them. That excitement at $225,000 means they will not do what is necessary to break through to $300,000. If you are passionate about achieving the billing goal, any number below it should bring forth some feelings of regret or remorse.

If you are going for a level that you have never hit before, you will encounter challenges you have never faced in the past. My experience is, without a passionate reason to make it happen, you will settle for good enough. The #1 litmus test I use when determining a revenue goal is always: Is there a passion for that number? If there is passion behind that goal, you will work through rejection, try out new techniques, get support, and push yourself to activity levels you may not have done so in the past because there is a beacon.

Once you settle in on and are committed to your revenue target, the next step is to run it through a free tax program, something like Turbo Tax. Figure out how much after expenses you are going to keep. This step is how you gain even greater clarity on what that billing goal will yield in personal income.

For example, if you bill $300,000, you will have other expenses such as a LinkedIn subscription, internet, website, etc. associated with your business. You will also have to pay your state and the federal taxes out of that revenue. Then it is net money in your pocket. After all, that will drive you because that will invest in the things that will make the difference, such as reducing credit card debt, building on a retirement account, new homes, cars, vacations, and stuff like that.

Once you know your net income, there is a straightforward equation to determine the needed metrics to achieve it.

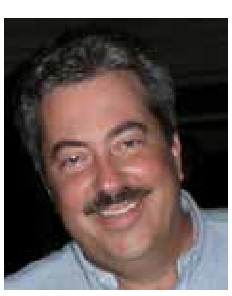
If you billed $150,000 and your average fee was $25,000, that means you made six placements. If you do not know your first time to placement ratio, it is safe to use a baseline of 8 interviews to a placement. That is where I came up with about two interviews per week, at an average fee of $25,000, netting $300,000. With eight interviews a month, in theory, that results in one placement per month.

You will then want to determine other benchmarks to gain more clarity on your metric goals. These include the number of marketing conversations to get a job order and the number of candidates conversations you need to get the first interview. If you do not have this data already, you can use 15 candidate conversations to one interview, which means a rhythm of 30 candidate conversations per week, or six per day.

If your job order to placement ratio for contingency recruiting is 4 to 1, you will need one job order per week. My clients see 10 to 12 marketing conversations per job order, an additional two or three per day. You know that a successful day is when you have completed six recruiting conversations and two marketing conversations. If you do that every day, you will have had a successful week.

Now that you know what a successful day and week look like to meet your revenue goal, you can begin to decide what changes or systems need to be in place to support you. Determine gaps in information, knowledge, and execution. That could include an upgraded applicant tracking system, a better LinkedIn subscription, outsourced research, or content marketing. All of these enhanced then get layered in as monthly and quarterly targets.

Fantastic question, Mary. We do hours and hours on planning, but unless your goal is something you are passionate about, will you be able to make it happen in your business?



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

SET UP A RECORD 2021

By Barbara Bruno

It's not enough to want to achieve a Record 2021, you must make it happen! First, determine six primary ways your business will generate revenue in the coming year. I often refer to these as your six **revenue generating strategies**. This could include things like increase candidate flow, attract additional clients, or add flexible staffing or direct hire to my business model in 2021.

Once you have determined your six revenue generating strategies, you then must conduct a GAP Analysis. This will give you a clear picture of where you are, where you want your business to be and exactly what changes you need to make.

A Gap Analysis will help you more effectively make decisions while you lead your team.

GAP ANALYSIS

A GAP Analysis is a strategic planning tool. There is a simple five step process you can follow when conducting your GAP Analysis.

> Step One: Decide on the topic for your GAP Analysis. This is the challenge you are trying to tackle.
>
> Step Two: List in detail where you are now, this represents your current reality.
>
> Step Three: List exactly where you would like to be or a specific goal.
>
> Step Four: Identify the GAP, being as specific as possible.
>
> Step Five: List how you will fill the GAP identified. This should include specific action items that are dated and assigned to someone.

Fill out a Gap Analysis form for each challenge you will address in 2021. The most important step in the process of a Gap Analysis is **Step Five**. That is where you are going to take actions and make the changes necessary to achieve the goals you have set.

These action items should be specific, assigned to someone and dated. It is critical that you review the progress on a consistent basis to ensure that these action items are being completed.

A Gap Analysis is a great way to enforce accountability for not only your team, but for you as an entrepreneur. Implementation of change is not easy, but the rewards far outnumber the efforts to complete the action items.

Limit yourself to no more than five or six Gap Analysis. If you try to implement too many changes, chances are you will end up implementing none. It is also most effective to focus on one Gap Analysis at a time to ensure completion of tasks assigned. If you'd like a copy of our Gap Analysis form, please send your request to support@staffingandrecruiting.com

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!

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If one GAP is adding a new segment to your business...

- **Timing is perfect for you to add Direct Hire to your Temporary or Contract Firm**
- **Timing is also perfect, to add Temp or Contract to your Direct Hire Business**.

Barb just launched two new **35 Lesson Tutors for Owners** that outline a step-by-step process, forms, and strategies to add an additional revenue source to your current business.

- **Add Direct Hire Tutor**
- **Add Flexible Staffing Tutor**

4 Ways a Paycard Loyalty Program Drives Positive Behaviors and Benefits Your Bottom Line

There are many reasons staffing firms should offer a paycard, including great benefits for both your firm and your employees. While there are many important things to consider when choosing a paycard provider for your staffing agency, one of the most exciting options is to offer a paycard with a loyalty program. Today, we are sharing how a staffing paycard loyalty program can drive positive behaviors in your temporary workforce, while simultaneously benefitting both your bottom line and your clients'!

4 Ways a Staffing Paycard Loyalty Program Drives Positive Behaviors and Benefits Your Bottom Line

1. Increases Employee Retention

Did you know that US employers spend $2.9M per day looking for replacement workers? That's $1.1B per year. Ouch! A loyalty program serves as a differentiator between you and your competitors. Talent are more likely to work with your firm if they receive added benefits. A loyalty program rewards positive workplace behaviors and gives added bonuses to your best employees. Therefore, the best employees receive the most rewards, increasing retention of your top talent.

2. Reduces Absenteeism

Each year, workers in the U.S. miss more than half a billion workdays. Productivity losses linked to absenteeism cost employers $225.8 billion annually in the United States! Reducing your turnover rates by improving attendance makes a material difference in your cost to backfill and your client's cost of vacancy. Not to mention, it reduces the headache and chaos of finding last-minute backfills. With a staffing paycard loyalty program, you can incentivize your employees for low absenteeism, therefore improving your bottom line.

3. Improves Safety

The average cost of a workers' comp claim today is $40,000. Blue-collar temporary work in factories, warehouses and construction sites have become one of the most hazardous categories of jobs in the nation. This makes light industrial staffing firms highly susceptible to high workers' comp costs. However, you can help reduce the workers' comp claim costs by inspiring increased safety on job sites. A paycard loyalty program can reward your workers for safe behaviors, ultimately improving your bottom line.

4. Raises Referrals

Did you know that after two years, retention of referred employees is 45% compared to 20% from job boards? Referred candidates are 55% faster to hire, compared with employees sourced through career sites? Hiring and onboarding are time-consuming and, therefore, costly. Reducing these costs through referrals is a great way to benefit your bottom line. With a loyalty program, you can reward your workers for referrals and hire new employees faster.

Paycards with a Loyalty Program

While there is an abundance of paycard options on the market, there is only one paycard that was designed exclusively for the staffing industry and offers an incentive program. In addition to the great benefits of a standard paycard, Avionté's CHANGE card and its Loyalty Program are designed to service staffing firms in ways specific to their needs.

With the CHANGE Loyalty Program, your firm can reward employees with points for positive behaviors, such as perfect attendance, referring friends and family, and working accident-free. Employees then redeem their points for cash or gift cards from over 75 top merchants – including Amazon, Home Depot, local restaurants and more! The CHANGE Loyalty program helps retain your best employees and greatly impacts your firm's bottom line.

Are you ready to CHANGE? Request a demo with a member of our team.

First Interview

Comments from First Interview

By Bob Werrbach

The good news is that there appears to be life during and after the pandemic. Says Who?

We have talked to a number of affiliates and many are once again active. So, what are they doing? Many are simply not sitting back and waiting for business to come to them, but are taking their industry knowledge and finding those companies that are hiring? In some instances, many clients have begun the process to replace open territories. In other situations, many have sought companies that have products or services that are in demand in these unique times and are actually expanding. Some have chosen to stay loyal to their prior client base and that has resulted in mixed success. In short what we are seeing is that ALL recruiters have to take an attitude similar to what they did when they were rookies, where they were dialing for dollars.

The biggest issue we have heard is that you need to use your experience and make sure to don't jump on the first opportunity that comes along. Many have told us that they take an assignment and then later learn that there are 2-3 times the normal number of recruiters working the opening. If you are thinking about accepting or working an opening, you need to qualify what the client is doing. Part of that is simply asking several hard questions to make sure you are not wasting your time. Many have started asking for an engagement fee and, in some cases, a small retainer. If nothing else these requests often simply help them understand the process better.

There are opportunities out there and today it is important to work smart and hard, not only hard.

Founded in 1979 First Interview is the largest network of sales and marketing recruiters in the world. First Interview offers our members all the tools they need to work in the world of split placements. Being part of a network is one of the best decisions you can make to move your business forward. Building new relationships, developing new clients, filling more openings faster and a broader reach for candidates are just some of the things First Interview can help you achieve. All of this, while operating under a full set of Policy and Procedures that protect all members.

Do You Have A Secure Website?

By Thomas J. Allen

Today, having a company website is as crucial as having a phone number. Prospects, candidates, and clients expect companies they are doing business with to have content online about their business. These audiences will want to see yours services, and view links to online review sites like Google, in order to see who they are doing business with. A comprehensive website has some or many of the following elements: secured, easy to navigate, viewable on all mobile devices, keyword searchable SEO (Search Engine Optimization), the ability to add or change your content like, graphics, links, email forms, call me now buttons, call to action buttons to fillable forms is also important, especially if you're a small business.

Most companies today will jump at the first lowest price offered to have a website made for their business. They however fail to research what type of website they are actually paying for. With the free open source community expanding dramatically, there are many free website options on the market, including WordPress. Many companies will flock to use it as it is free, open source, and easy to setup. For beginners, WordPress is the perfect platform for blog's or small websites. However, as projects grow beyond the initial phases, many users start to realize that working with WordPress could be difficult without certain skills. Essentially, you have to be a PHP developer (or hire one) to edit or alter various functional and cosmetic elements of the platform. The hourly rates of a capable and qualified PHP developer, are typically ranged from $61-80/hr on average and takes an average of 6 to 10 hours to put together a basic WordPress website. Many web designers or design firms encourage their clients to use WordPress and pre-made templates.

WordPress is the most popular CMS. A CMS (Content Management System) is the ability to create, edit and publish website content. WordPress now powers approximately almost 75 million websites world wide. The platform is free. However unless your tech savvy you need a web designer to put the site together and setup your access to the CMS and web designers charge for their services to set this up. Because many web designers use pre-made templates and WordPress plugins, its much easier to hack and get access to your website content. Open Source makes it susceptible to attacks and data breaches. Very recently, millions of websites were hit by an attack that resulted in alteration and removal of website content, some even had derogatory content injected on their company pages that would not be appropriate for their customers and clients to see. This was due to security flaws in WordPress and the plug-ins they were using. This was caused with hidden back doors to their WordPress systems. Another breach was due to a former WordPress employee. Reference: (https://www.zdnet.com/article/popular-wordpress-plugin-hacked-by-angry-former-employee/). According to the online article written by WP WhiteSecurity statistics, 40,000+ WordPress websites in Alexa top one million are vulnerable to hacker attacks. Reference: (https://www.wpwhitesecurity.com/statistics-70-percent-wordpress-installations-vulnerable/) in addition for more information on BSM's WordPress concerns click here. (**https://www.brainscanmedia.com/faqs.php?q=3**).

At BrainScanMedia.com, Inc. we build secure websites for our customers which allow them to create, edit and publish their own content using our secured and easy to use in-house built as an online accessible CMS Admin Portal. We also offer secure and cost effective website hosting. In reviewing a web design firm, you may want to consider having your website created from the ground up using the following coding options: PHP 7+ (Server Side Hypertext Preprocessor), HTML5 (Hypertext Markup Language), CSS 3 (Cascading Style Sheets), Bootstrap 4 (Responsive Library For Mobile), jQuery (JavaScript Library), SQLite (Secured Database Files). Look for services that design secured in-house CMS (Content Management System) which is password protected and secured from 3rd party plugin influences. You may want to seek out to have your content stored in SQLite Databases rather than MySQL Servers as SQLite databases are actual database files which are stored inside your website directory making it easier to backup your entire website weekly.

BrainScanMedia has been servicing the staffing and recruiting industry for over 18+ years. In addition we have provided website support and online presences for state, regional, and national associations. Most of BSM's clients are seeking casually appealing, easy to navigate, mobile friendly, keyword searchable SEO, and the ability to add or change their content like, graphics, links, email forms, and to have their websites secured. As a technology person who services in an industry of very aggressive and vocal members, I thought it would be important to provide the following example that would be relevant.

Sales Recruiters, Inc (www.salesrecruiters.com) is a 35 year old recruiting firm. SRI evaluates, reviews, and adopts technology when it serves their purposes and increases their online presence and reputation. Three years ago, Sales Recruiters sought out BSM's advice on secured CMS Technology. The manager of SRI has committed and successfully increased the companies unique visitors and organic rankings of his firms online presence. SRI's website was on a WordPress platform. Over a two year period, like thousands of other successful, WordPress websites was hacked, compromised, and infected. Success creates interest from hackers. On one occasion, through a back door, the website had malicious coding imbedded into it. The cost of the replier to fix this was almost two thousand dollars. To combat this issue, SRI developed a backup of website pages. Within a year and half, another breach through WordPress allowed hackers to compromise the website. Although the restoration and repair was successful from the backup, it still cost six hundred and fifty dollars. In discussing with SRI management, IT advisor, and marketing agency, BSM was able to create a secure Administrative Portal on a secure web server, which over the last three years has not had a single breach.

Over the last three years, we have been able to provide additional services such as, a login manager plugin which allows SRI team to create secured login accounts with expiration dates to a secured marketing web page that allows SRI to share specifically chosen marketing materials. We designed a password protected file manager plugin for SRI to upload and organize their marketing files. In addition we also created new products based on SRI's needs, including a database driven visitors manager that counts and tracks unique visitors vs. returning visitors to their website. It includes bar charts, and a list of current and past IP addresses in order to track where the visitors are coming from. SRI's Admin Portal also has a new plugin that allows pre-made sub-websites to be created on the fly with new recruiter information so each recruiter can have their own sub-website to share with clients.

Although not all of our clients are this complex, we offer the ability to help each client individually address their website needs, CMS options, and website hosting requirements. This is the hallmark of BSM. If you would like to further discuss the topic of the beginning of the article, or would like further information on our services, feel free to contact us at the information below.

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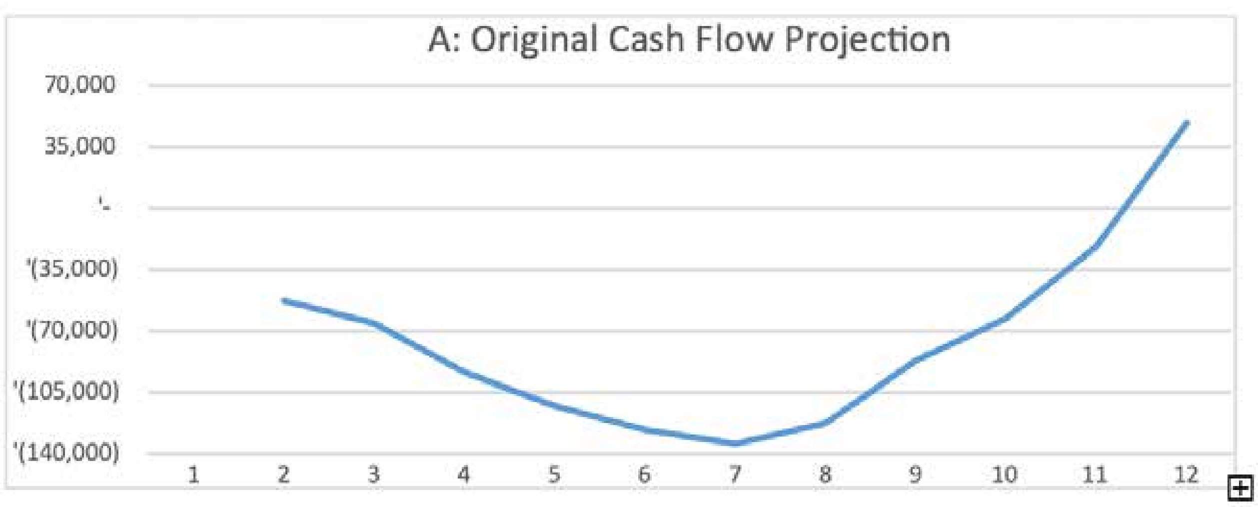
Look Before You Expand (Leap)

By Michael Neidle

Expansion, either adding a new line of business or opening a new office should be carefully evaluated. There is the front end investment, the sunk cost (maximum cash drain) before you achieve breakeven and how long it will take to fully recover your investment. This is far different than just looking at the growth in sales which most people focus on. In fact, the faster one grows, which is typically used as a barometer for success, can lead to failure. This due to everything from low margin rate, high fixed cost, lagging accounts receivable and many other factors other than revenue growth.

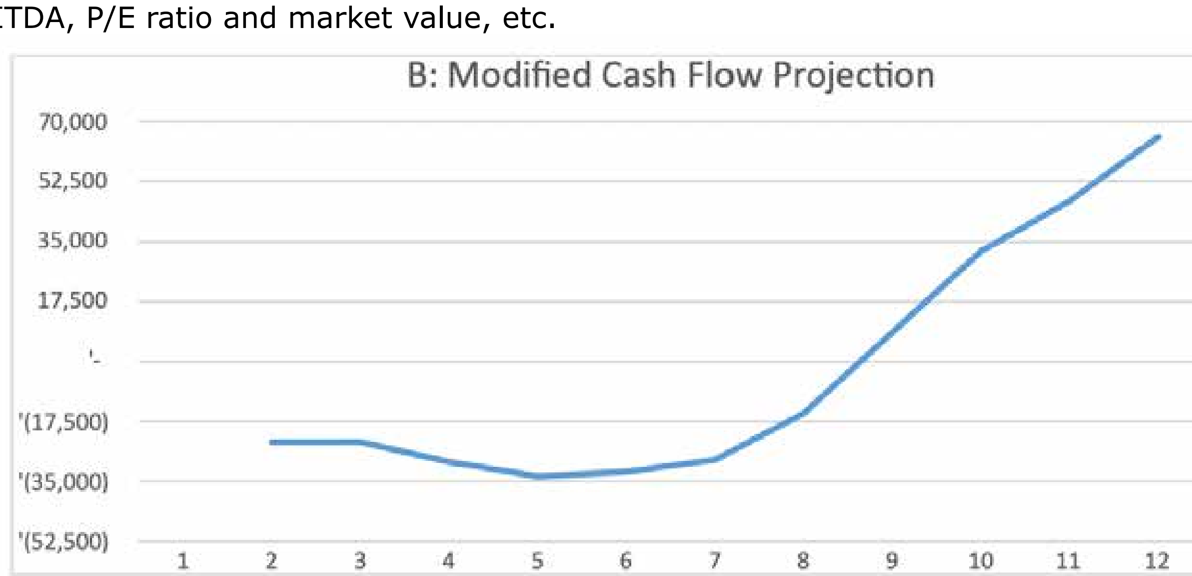
For large companies this may not be a problem with sufficient cash reserves and a LOC to fund this growth and a cash drain, but smaller companies need to assess their situation more carefully. Let's examine the below demonstrated in the cash flow projections for one of our smaller clients.

In the Original Cash Flow Projection (A), they were looking to move into a new business segment to augment their core business and were ready to hire 2 business developers on day 1, who commanded a high base salary, less concerned about commissions, were used to at a larger company and expected additional support personnel and corporate services commensurate with what they had in a larger organization. They also targeted large companies which had extended payment terms. The owner was ready to move ahead before we ran out the financial implications. This would have resulted in some $135K in negative cash flow by month 7, which he deicide was not acceptable, and he would not recover their investment until the year end.



We then changed to a game plan based on what they could afford by hiring one business developer at a time who could better fit their culture and resources and ramp up at a manageable level. This was run out in the Modified Cash Flow Projection (B), resulting in just $36K in negative cash drain by month 5, which was acceptable, and recovered of our investment by month 9.We would then add a second business developer and staff in month 11.as cash flow permitted.

There are many other variables that can be tweaked to further evaluate similar projections including: maximizing profit, ROS by project, the impact of growth rate, bill and margin rates, DSO, reworked commission plans, a cost/benefit of specific fixed cost, borrowing capacity, impact of such projects on ones EBITDA, P/E ratio and market value, etc.



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.

Thrive with Tish

by Patricia Conlin

Managing Your Time during a Pandemic

Have you ever experienced a day with so many interruptions and frustrations that you couldn't get anything done? I know I have and it doesn't feel good or help with accomplishing goals. According to recent research. the average person gets interrupted at least 8 times every hour. But how about a day where you were really in the "zone" and were able to focus deeply on the task at hand and time just flowed. Didn't that feel great? So how do we get to those flow states where we can get more done and feel deeply satisfied.

Time is one of our most precious resources. Once it is "spent" it is gone. So why do so many of us waste precious time doing non-important activities and what steals our time as recruiters? There are so many things to distract us from our work including social media, internet scrolling, texts, emails, family, clutter and even ourselves. In addition, when we think we are being super productive by multi-taking we are actually setting ourselves up for more errors, less focus and less production. While most of us are working from home these days, there can also be a sense of social isolation and stress which makes it harder to feel motivated and to concentrate. Finally, our offices might not be perfectly set up so there is clutter and chaos which can make it hard to find files and items needed each day. So how can we create a better structure to our day to not only use our time more effectively but also feel calmer and more fulfilled as well.

Below are my tried and true suggestions to use your time more effectively and get more done:

1. Create a daily Priority list- Start each day by focusing on your MIT-Most important task. Don't do anything else until that is completed. Structure your day so your hardest work is done during your peak energy periods and similar projects (like proposals or candidate interviews) are all chucked together.
2. Practice Deep Focus- Work on one task at a time. No, that doesn't mean you can check texts while emailing and talking on the phone. Do all your emails at once, then all the calls etc. Give yourself the proper brain nutrients to help with deep focus including Omega-3 fatty acids (found in fish, eggs, flax, chia and nuts).
3. Declutter your workspace-How long did you look for that book or file? I know I have been guilty of excess clutter in the past and have spent the year freeing up space by donating, ditching and reorganizing. Have a "home" for all critical items to avoid time lost looking for stuff!
4. Improve Decision Making- Learn how to say NO and avoid getting caught up in perfectionism which will stop us from taking risks or getting things done.
5. Recharge your batteries- Our brains can focus for about 60-90 minutes before getting tired. Take breaks in between projects and spend time outside, doing hobbies, exercising and relaxing as well. Remember the expression "You can't pour from an empty cup." when it comes to working too many long hours.

When it comes to motivation to create better time management habits, we need to keep in mind a quote from Benjamin Franklin " By failing to prepare, you are preparing to fail."

To stay motivated each week, review your successes each week and search for daily inspiration. On low energy or low mood days, push yourself to stay on track with inner discipline and include more exercise and self-care on these days.

Remember that this too shall pass. Strength yourself during challenging times and focus on the positive things you can improve each day and week.

Yoda says "Your focus is your reality" so focus deeply on creating positive outcomes wherever you can and use each moment well.

If you want to learn more strategies on how to focus deeply and get more done, visit www. tishconlin.com for my soft skills mastery on-line training module called s which come with detailed training and handouts for your success.

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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Avionté Names Rishabh Mehrotra CEO

Avionté Staffing Software, a leader in technology solutions for recruiting and staffing professionals is proud to announce it has appointed Rishabh Mehrotra as Chief Executive Officer.

Mehrotra is known as a visionary leader who is intensely customer-centric, having held Board and executive positions at Ascender HCM, Kinela, Bolt, Archer Capital, Abilizer, and SHPS. Rishabh has built a career in the payroll, benefits, and human capital management industries, providing customer-focused capabilities and technologies. His company building expertise has propelled companies to the highest levels of customer satisfaction and revenue growth. He is a graduate of Tufts University and Harvard Business School.

"We are excited to have someone of Rishabh's caliber and experience step in to lead Avionté," states Kevin Frick, Chairman at Avionté and Partner at Serent Capital. "Rishabh is an experienced CEO who brings strong leadership and proven track record in building customer-centric companies, delivering on commitments, and scaling organizations."

Mehrotra is a serial entrepreneur and operator focused on transforming software and technology-enabled businesses. Mehrotra is a respected leader, who has led several software businesses in payroll, benefits, and human capital management. "People, relationships, partnerships, and customers have always been the foundation upon which great technology is built," said Mehrotra, Avionté's new CEO.

His appointment is the next great step in Avionté's growth story. "I've been following Avionté for the past few years and believe the company is poised to accelerate its growth by continuing to deliver world-class solutions to customers. My focus is to strengthen the customer experience by designing and delivering great products that enable people to live better lives," said Mehrotra.

John Long, Avionté Founder and Co-Chairman commented, "I'm really looking forward to working with Rishabh as he drives the ongoing transformation of Avionté and leverages his extensive background in payroll and HCM to bring value to the staffing industry. He brings a strong intensity to delivering great customer experiences and I know our staffing clients are going to benefit greatly from that orientation."

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.

About Serent Capital
Serent Capital invests in growing businesses that have developed compelling solutions that address their customers' needs. As those businesses grow and evolve, the opportunities and challenges that they face change with them. Principals at Serent Capital have firsthand experience capturing those opportunities and navigating these difficulties through their experiences as CEOs, strategic advisors, and board members to successful growing businesses. By bringing its expertise and capital to bear, Serent seeks to help growing businesses thrive. For more information on Serent Capital, visit www.serentcapital.com.

Top Echelon Acquires CATS Software – Brings Together Best-in-Class Solutions to Manage Recruiting

Acquisition Solidifies Top Echelon/CATS's Combined Position as the Mid-Market Leader for Applicant Tracking Systems

Top Echelon Software, the leading provider of recruiting software for people who build teams, is pleased to announce its acquisition of CATS Software, a leading applicant tracking system (ATS) designed specifically for professional recruiters who help companies from all over the world fill their hiring needs. This acquisition combines two best-of-breed ATS companies to address the complex and evolving challenges in the war for talent.

CATS serves more than 1,800, predominantly mid-sized professional recruiting and operating companies, with a rich software-as-a-service (SaaS) to manage talent acquisition, including tools for resume import and parse, job application collection, resume search, comprehensive reports, job board publication, and analytics.

The acquisition expands Top Echelon's customer and revenue base and strengthens its software offering. Top Echelon will continue to support new and existing CATS customers, as well as expand its market reach to mid-sized businesses both domestically and globally.

According to Top Echelon Software CEO Mark Demaree, this merger represents the opportunity to combine the resources and experience of both companies to become the leading provider of applicant tracking and CRM software to serve and support their customers at an unparalleled level.

"We are constantly seeking ways to improve," said Demaree. "We look forward to the opportunity that this merger offers to provide even more value to our customers in the form of additional features and enhanced functionality."

"We're excited about this development and we believe that it will greatly benefit our customers," said CATS Product Manager Jeff Pauline. "We believe that our shared vision and combined resources will create many tremendous opportunities to further improve the service that we provide to our customers."

Since its inception, Top Echelon has been an extremely customer-focused organization, seeking to continually exceed the expectations of its users. According to Demaree, CATS, likewise, has made a commitment to listening and acting on customer feedback, which is exactly what Top Echelon has done during its nearly 33 years in business.

In addition, this merger will provide an opportunity for CATS customers to explore membership in Top Echelon Network, a leading network of highly specialized search firms. The members of Top Echelon Network leverage each other's resources for the purpose of making split placements with each other while helping their clients fill open positions with qualified candidates more quickly.

Top Echelon Board Member, Mike Robertson of SageLink Capital, said, "The acquisition of CATS is a significant step in consolidating the ATS middle-market. We see tremendous synergies between the two best-of-breed firms. Top Echelon and CATS, together serving our 4,000+ customers, clearly establishes us as the mid-market ATS leader."

It is our intention that this merger will greatly benefit the customers of both Top Echelon Software and CATS, both in the short term and in the long run," said Demaree. "We are excited and optimistic about the shared vision of what this means for the recruiting and staffing industry, especially the executive search profession."

Hennepin Partners served as the sole transaction advisor to CATS Software.

ABOUT TOP ECHELON SOFTWARE

Top Echelon Software is a provider of applicant tracking system (ATS), recruiting, and split placement network software. Top Echelon's software helps its customers attract and retain talent, match workers' skills to business needs and staffing clients' objectives, and reduce the time and costs associated with processes. Founded in 1988, Top Echelon is headquartered in Canton, Ohio. For more information, visit topechelon.com.

ABOUT CATS SOFTWARE

CATS Software is a Minneapolis-based company that serves over 1,800 companies in over 50 different countries. Conceived by recruiters and open sourced for two years, their ATS is a tried and true product, serving recruiters and hiring managers for over ten years.

NPAworldwide Adds 13 Member Locations Globally

NPAworldwide, an independent recruitment network, is pleased to announce the enrollment of 13 new member locations in the USA, Australia, Canada, and Vietnam.

Richard Lloyd Recruitment (www.richardlloyd.com.au), Sydney, New South Wales, Australia

Specialists in placing accountants

Get Hired Now Programs (www.gethirednowprograms.com), Los Angeles, California, USA

Areas of focus include accounting/financial services, biomedical/pharmaceutical/medical device, engineering/operations/manufacturing, fintech, healthcare, technology

Pedagog (thepedagog.com), Indianapolis, Indiana, USA

Recruitment expertise in the areas of accounting/financial services, agribusiness, apparel/textile/ retail, banking, biomedical/pharmaceutical/medical device, chemical process, cross-industry functions, engineering/operations/manufacturing, fintech, healthcare, technology

Dion Consult, Ho Chi Minh City, Vietnam

Focus is executive search in the areas of services, FMCG, industrial, finance & banking, and IT

Aledium, LLC (globalhr.com), Tampa, Florida, USA

Full-service retained and contingency recruiting firm specializing in the sourcing, screening, and selection of qualified professionals for telehealth, healthcare IT, and healthcare support roles

Building Careers Pty Ltd TA Construction Careers (constructioncareers.com.au), Sydney, New South Wales, Australia

Professional recruiting for the manufacturing niche

TechRecruiterPro (www.techrecruiterpro.com), Ogden, Utah, USA

Specialists in software engineering and development

Tanner Menzies (www.tannermenzies.net.au), Sydney, New South Wales, Australia

Placing sales and marketing professionals in director to mid-management roles across channels such as grocery, foodservice, convenience, mass, department stores, OTC Pharmaceutical, liquor, wine, consumer electronics and consumer goods

Talent Acquisition Advisory LLC (www.talentacquisitionadvisory.com), Soldotna, Alaska, USA

Executive global staffing working mainly with discipline engineers across heavy industry, energy, mining and oil & gas

Logic Executive Search and Workplace Solutions (www.logicexecutivesearch.com), Windsor, Ontario, Canada

Specializing in healthcare, financial services, not-for-profit and manufacturing

Lowry Personnel Service, Columbus, Ohio, USA

Specialty is engineering/operations/manufacturing

Sunrise Consultant Company Inc. (sunriseconsultantcompany.com), Tampa, Florida, USA

*A*rea of focus is the life sciences industry, including biotech, CRO, pharmaceutical, and digital health companies

Saatchi and Associates LLC (www.saatchiandassociates.com), Atlanta, Georgia, USA

Specialties include diversity recruitment and recruitment in consumer electronics, aerospace, defense and healthcare

"Congratulations to each of our new member recruitment firms," said Dave Nerz, president of NPAworldwide. "By joining our global recruitment network, these firms are invested as owners. Membership in NPAworldwide 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.

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.

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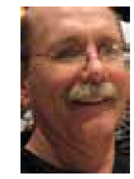

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