

Everything You Need to Know About Applying for the ERC in 2021

Common Marketing
Tech Stacks in Staffing
& Recruiting

Get Paid What You're
Worth

How Will 2021
Employment Trends
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Letter From The Editor

Resilient - "to withstand or recover quickly from difficult conditions."

We feel and know most good recruiters and staffing professionals are resilient, and adapt quickly to new ways to reach out.

In this EMinfo issue we are happy to bring you articles to help you gather knowledge and garner resiliency.

Chris Heinz gives guidance to "Get Paid What You're Worth". Jennifer Roeslmeier informs you about how to get credit for your employee retention. Tony Sorensen, Matt Lozar and Thomas Allen all have advice about how to make your media presence more successful!

Need help getting your business ready to sell? Michael Neidle has some good tips for you.

Life may be different at the moment, but there are lots of ways both new and old to help you grow your knowledge, success and personal well being. We are hearing many success stories with staffing as well as with recruiters making placements.

Express your thoughts with positivity and you will be well received. We at EMinfo are excited to share some great ideas from these awesome authors.

Enjoy positive ways to move forward in staffing and in recruiting.

Happy Recruiting!

Pat Turner

DID YOU KNOW?

* In December of 2020, a new relief law was passed, the Consolidated Appropriations Act. **This act extends the Employee Retention Credit date and also changes who is eligible for it.** Originally, the ERC date was supposed to end at the end of 2020, however, it is **extended through June of 2021.** pg 5

* The right tech stacks and products will be more or less suitable based on your agency's size, focus, and composition. As with any business decision, take time to assess which tools would be most beneficial and conducive to your specific agency before you commit to implementing them. pg 7

* **In only nine years from now, Millennials will make up a whopping 75% of the workforce, according to the U.S. Bureau of Labor Statistics.** Right now, 25% of the world's population are Millennials and "according to Pew Research on Millennials in the United States, there are 72.1 million of them, outnumbering Boomers with a population of numbered 71.6 million." pg 8

* Partner with a back-office provider such as Evergreen Contract Resources to give you the flexibility of responding immediately to your client's needs and relieve you of the headaches of handling temp and contract placements. Back-office providers typically keep up with the ever-changing rules and regulations issued by the federal, state, and local jurisdictions. pg 11

* The amount of that fee is relative. In some industries, 30% is the norm. In others, you won't get a dime above 20%. Still, in others, every role is not based on a percentage, but on a flat fee. pg 13

* There is a major shift surrounding diversity and many companies have allocated resources to address workplace inequality. One example: Bank of American has pledged \$1B over the next 4 years to combat racial and economic inequality. pg 15



Events & Trainings

March 23, 24, 25th 12-3pm EST

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Everything You Need to Know About Applying for the Employee Retention Credit (ERC) in 2021

By Jennifer Roeslmeier

You may not have heard of the Employee Retention Credit (ERC) until recently. If so, you're not alone! That's because businesses who applied for the Paycheck Protection Program (PPP) loan in 2020, weren't eligible to apply for the ERC. In 2021 though that has all *changed*. Now businesses who applied for the PPP loan are eligible for the Employee Retention Credit both retrospectively and in 2021, which is HUGE! This news was released in December 2020 with the passing of the Consolidated Appropriations Act.

So, what does this all mean? What exactly is the Employee Retention Credit and how do you qualify to receive it? In this article we will break everything down for you so you have a good understanding of what it is and how you can get the most of your Employee Retention Credit!

First, what is the Employee Retention Credit?

In order to understand the Employee Retention Credit, we will take a time machine all the way back to March 2020 (don't worry we will be sure to quickly come back to present day.)

In March of 2020, the U.S. Federal Government signed a \$2 trillion relief act, known as the CARES Act, that aimed at providing relief to individuals, businesses, and government organizations. As a part of the CARES Act, if your business was hit hard due to the effects of COVID-19, you were eligible to apply for one of two incentives that would help businesses keep employees on staff during the pandemic. These incentives were known as the Paycheck Protection Program (PPP) and the Employee Retention Credit (ERC).

The PPP loan was the most notable of the two and it provided forgivable loans to businesses with fewer than 500 employees. **If you applied for the PPP loan, then you were barred from applying for the Employee Retention Credit.**

The Employee Retention Credit was not limited by the number of employees and is a refundable payroll tax credit. The credit was available to tax payers who either had their business fully or partially suspended during a quarter in 2020 or

had a drastic drop in gross receipts compared to quarters in 2019. If they qualified, they could receive a credit of up to \$5,000 per employee that received a qualified wage.

Okay, that was a fun quick synopsis of where we came from. Now let's get back to the future and talk about what has changed in the present day!

New Law Extends Opportunity to Claim the Employee Retention Credit

In December of 2020, a new relief law was passed, the Consolidated Appropriations Act. **This act extends the Employee Retention Credit date and also changes who is eligible for it.** Originally, the ERC date was supposed to end at the end of 2020, however, it is **extended through June of 2021.**

In addition to the extension date, the biggest eligibility change is everybody that borrowed a PPP loan can *not only* apply for the ERC in 2021, but can go back and apply for it in the 2020 year. YES, this can mean a great deal for businesses! The amount you received from the PPP loan, however, will be different than the ERC. *The PPP loan has to be spent primarily on payroll, where the ERC is based on wages that qualify, including healthcare costs.*

So, How Do You Qualify?

In order to be eligible for the Employee Retention Credit, businesses have to prove one of the below circumstances:

1. That operations were fully or partially suspended due to government orders
2. If you are applying for the credit in 2020, you need to show a 50% or greater decline in gross receipts from the same quarter a year prior
 - a. Or if you are applying for the credit in 2021, you need to show a 20% or greater decline in gross receipts from the same quarter in 2019

What Wages Qualify?

If you meet one of the above criteria, then the below wages will qualify for the time frame you are applying for:

From March 13th – December 31st 2020, if you have less than or equal to 100 full-time employees in 2019, *all wages qualify*. If you have more than 100 full-time employees in 2019, *only wages for employees not providing services qualify*.

From January 1st – June 30th, 2021, if you have less than or equal to 500 full-time employees in 2019, *all wages qualify*. If you have greater than 500 full-time employees in 2019, *only wages for employees not providing services qualify*.

*To determine how many full-time employees you had in 2019, use [Form 1094-C](#). On page 2 in column B, enter the number of full-time employees you had in each month. Add the 12 numbers up and divide it by 12. That will give you the number of full-time employees you had in 2019.

How Much Credit Can You Receive?

For credits applied for between the March 13th – December 31st, 2020 range, a credit can be claimed up to 50% of the first \$10,000 in total qualified wages paid and healthcare costs. This is equivalent to \$5,000 per employee.

For credits applied for between January 1st – June 30th, 2021, a credit can be claimed up to 70% of the first \$10,000 in total qualified wages paid and healthcare costs per quarter. This is equivalent to \$7,000 per employee for each quarter.

How Do You Receive it and How Do You Submit for it?

Okay, we just dove into A LOT of detailed information! Feel free to take a breather if you need one.

DEEP BREATH

Now onto the final stretch!

As you were reading the above, you may already have a bunch of numbers spinning in your head trying to figure out how much credit you might be able to receive. Once you sit down and put all of the numbers together, you will report your 2020 total qualified wages and related health insurance costs on the Adjusted Quarterly Federal Tax Return, [Form 941-X](#). For 2021, you will report your total qualified wages and health insurance costs on the quarterly employment tax return on [Form 941](#).

Note, this form is currently in draft mode and cannot be used. The final 2021 form has not been released yet.



The credit will eventually be taken from your quarterly payroll tax bill against your employee portion of FICA. If your tax credits land up exceeding your tax bill, you will receive a check from the IRS.

Have Questions on Maximizing Your Credits?

Now you know the basics and if you are eligible to receive the ERC. It's time to start the process of claiming your credits!


As you can see, figuring out the amount you are eligible for the Employee Retention Credit can be a tricky thing. If you are unsure about where to begin or have questions, work with your accountant or payroll specialist. Additionally, there are outside consultants that specialize in the maximization of tax credits. If you want to ensure you are getting the most out of your ERC, an outside specialist may be worth looking into.

Ready to talk to an expert today? Automated Business Designs has a new partnership with [Tax Credit Co. \(TCC\)](#), to help identify, calculate, and deliver the Employee Retention Credit for our clients. Reach out to info@abd.net if you are an ABD client that would like to learn more about ERC and have a conversation with TCC.



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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.

Common Marketing Tech Stacks in Staffing & Recruiting

By Tony Sorensen



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, EMinfo, Star Tribune, & Monster.com.

After the fallout of 2020, it's become abundantly clear for staffing and recruiting firms that it's no longer good enough just to "do" digital marketing. Everything is getting more competitive online. From paid advertising to LinkedIn, the ante is being upped—daily.

The firms that are committed to an informed, holistic marketing strategy separate themselves. Those that aren't fall behind.

As firms continue to build out their marketing initiatives in 2021, many may be overlooking the potential of one critical component: tech stacks. Leveraging marketing tech stacks is a fundamental pillar that supports and facilitates much of what you're trying to accomplish. While a few, isolated technologies will make an impact, the real power comes when these technologies are grouped together, synergize with one another, and produce more value.

For example, your CRM and ATS system delivers incredible value on its own. But integrating a tool capable of automating the communication throughout your entire recruiting cycle can eliminate the busywork immediately. Tools like Herefish by Bullhorn and Hubspot seamlessly connect with your ATS to get a deeper view of your candidates, contractors and clients and effectively makes it that much bigger of a tool for your team. Not to mention your recruiters will have more time to actually recruit.

Let's look at another ubiquitous component of the staffing and recruiting world: sourcing. The bread and butter of recruiting.

While you may have honed your old fashioned sourcing skills over your many years of recruiting success, today, you don't have to do it all on your own. Use your own human facilities, stack them on top of a few technologies, and you emerge as a much more efficient, capable sourcing machine. Here are a few options to consider:

- CareerArc: helps you communicate your employer brand at scale through social media, enhancing who you reach and how effectively you reach them.
- VONQ: leverages data to help you identify the most opportune media channels to promote certain jobs
- HiringSolved: automates some of the lower-level components of the sourcing process to find the most qualified candidates.
- RecruitmentEdge: a real-time, comprehensive candidate recruitment platform that allows you to search for candidates with specific skills
- As the above list begins to showcase, one of the biggest obstacles, when agencies begin to build out their tech stacks, is the sheer amount of tools out there.
- To make this a bit more manageable, we'll go over a few of the most important marketing tech stacks in staffing and recruiting below.
- Email & Marketing Automation (Herefish by Bullhorn, Constant Contact, Hubspot, Zapier)
- Digital Advertising (Google Ads, Microsoft Advertising)
- CRM/ATS (Bullhorn, PCRecruiter, Crelate)
- Social Media Management (Hootsuite, LinkedIn/Facebook Ads)
- Search Analytics (SEMRush, MOZ, Google Analytics)

The right tech stacks and products will be more or less suitable based on your agency's size, focus, and composition. As with any business decision, take time to assess which tools would be most beneficial and conducive to your specific agency before you commit to implementing them.

Committing yourself to understanding and leveraging these tech stacks can be incredibly valuable and save your recruiters time, resources, and many steps within the recruitment process.

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ASA & CLEARLYRATED - CANDIDATE SENTIMENT STUDY

Do you own, work or support a staffing company? You should know what your potential job candidates are thinking as we move further into 2021. ASA and ClearlyRated partnered to conduct a 2020 Candidate Sentiment Study using an independent online panel to provide peoples thoughts regarding staffing firms and temporary assignments.



By Lynn Connors

The resources job candidates use differs, based on the age of the job seeker. Who makes up our workforce, again? As a quick reminder, because I know I needed it, Millennials comprise the 26-40 year olds. Generation Z is the youngest generation with those that are 18-25 years old, Generation X captures 41-55 year olds and Baby Boomers consist of ages 56-74.

Resources utilized differ significantly by age of the job seeker

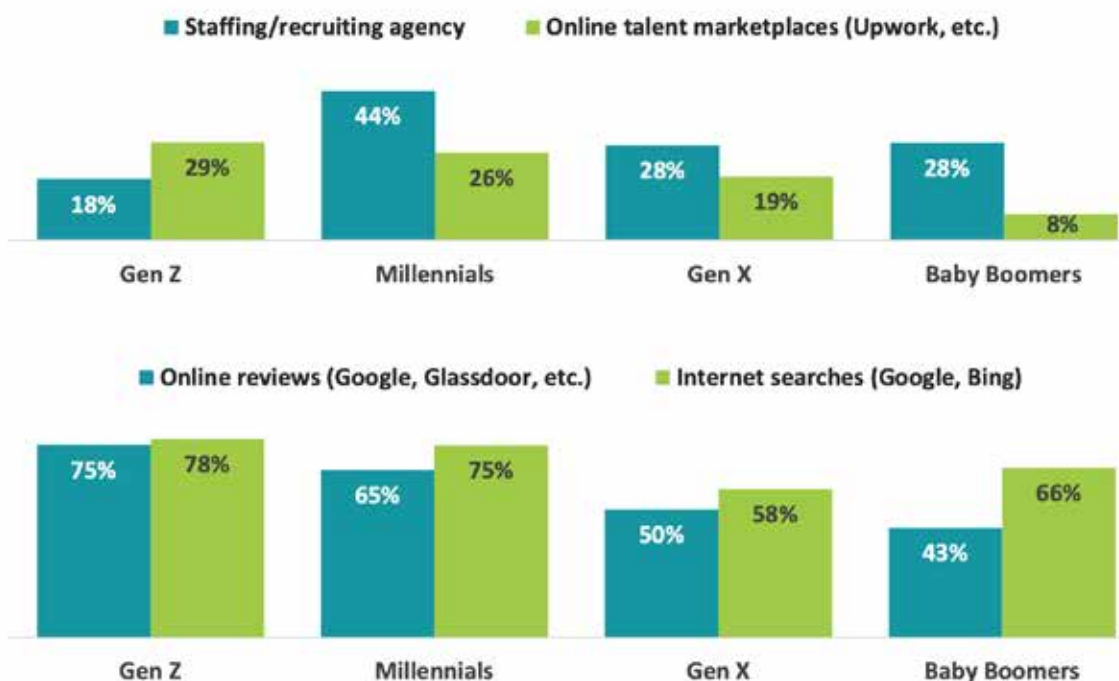
Millennials and younger more likely to leverage online talent marketplaces, Google searches, and online reviews

While millennials are the generation most likely to engage with a staffing firm as part of their job search, Gen Z is the least likely.

Gen Z is the most likely generation to leverage an online talent marketplace, followed closely by millennials.

Online reviews are utilized by millennials and younger job seekers significantly more than their older peers.

Which of the following resources did you use during your most recent job search?



Oh gracious, we're talking about Millennials again? Actually, it's with good reason. **In only nine years from now, Millennials will make up a whopping 75% of the workforce, according to the U.S. Bureau of Labor Statistics.** Right now, 25% of the world's population are Millennials and "according to Pew Research on Millennials in the United States, there are 72.1 million of them, outnumbering Boomers with a population of numbered 71.6 million." This group is the largest portion of our workforce, so it makes sense that we are focusing on them.

The good news right now for staffing agencies: **Millennial job seekers are the most likely generation to use a staffing/recruiting agency in their job search process (44%).** While Millennials are most likely to engage with a staffing firm, Generation Z is least likely at only 18%. The candidate sentiment study also noted the work sector that saw the most value in using a staffing firm was the engineering, IT and scientific industry. Nine out of ten job seekers in this category noted that a good staffing agency can help get them more job opportunities and ease their job search burden.

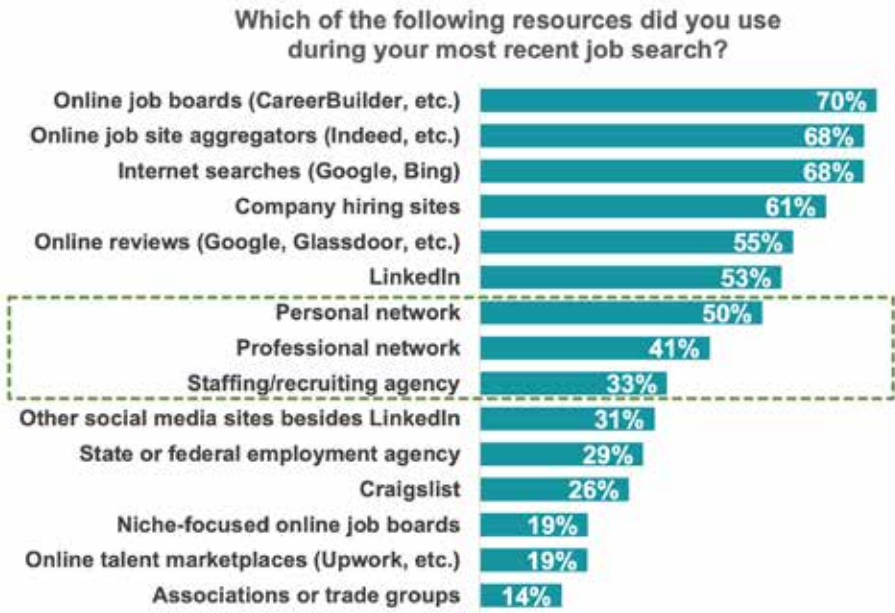
There are many different means a job seeker can utilize while searching for a job. The participants in this study discussed 15 resources they used while looking for a job: online job boards such as Career Builder and niche job boards, job site aggregators like Indeed, internet searches such as Google, online reviews similar to Glassdoor, also LinkedIn, Facebook & other social media sites, a person's own personal & professional network, a staffing agency, online talent marketplace like Upwork, Craigslist, state/federal agencies, company hiring sites, and associations or trade groups. **The average job**

seeker uses at least 6 different resources while searching for a job.

The resource job seekers used most was online job boards, with the highest percentage at 70%. **Online resources dominated the top 6 of 15 on the job resource list, yet staffing/recruiting agencies made the top 10 at 33%.**

From the top 10 resources, the only two that were not online were staffing firms and personal/professional networks. Millennials and the younger Generation Z utilize online reviews significantly more than their older peers where company reviews found on Google or Glassdoor made #5 on the list of resources used while searching for a new position. Four in 10 millennial candidates have used a staffing agency in their job search. Four in 10 men have used a staffing/recruiting agency in their job search compared to less than a third of women (28%).

The average job seeker uses 6.4 resources as part of their search



Online resources dominate list of most-used for job search

The job search is taking place increasingly online, with staffing firms and personal and professional networks being the only offline resources listed among the top 10.



Online reviews are the most trusted resource for job candidates when determining the quality of a staffing agency. **ASA's Candidate Sentiment study found that "candidates trust online reviews even more than personal referrals, and 4X as much as the firm's advertising."** Various sites such as Glassdoor, Google, and ClearlyRated are some of the sites job candidates visited to research online reviews. Almost 9 out of 10 millennials read a staffing company's reviews online before determining whether or not to utilize their services. **External validation of service quality should be a consistent theme across the entire staffing go-to-market strategy, both online and offline.**

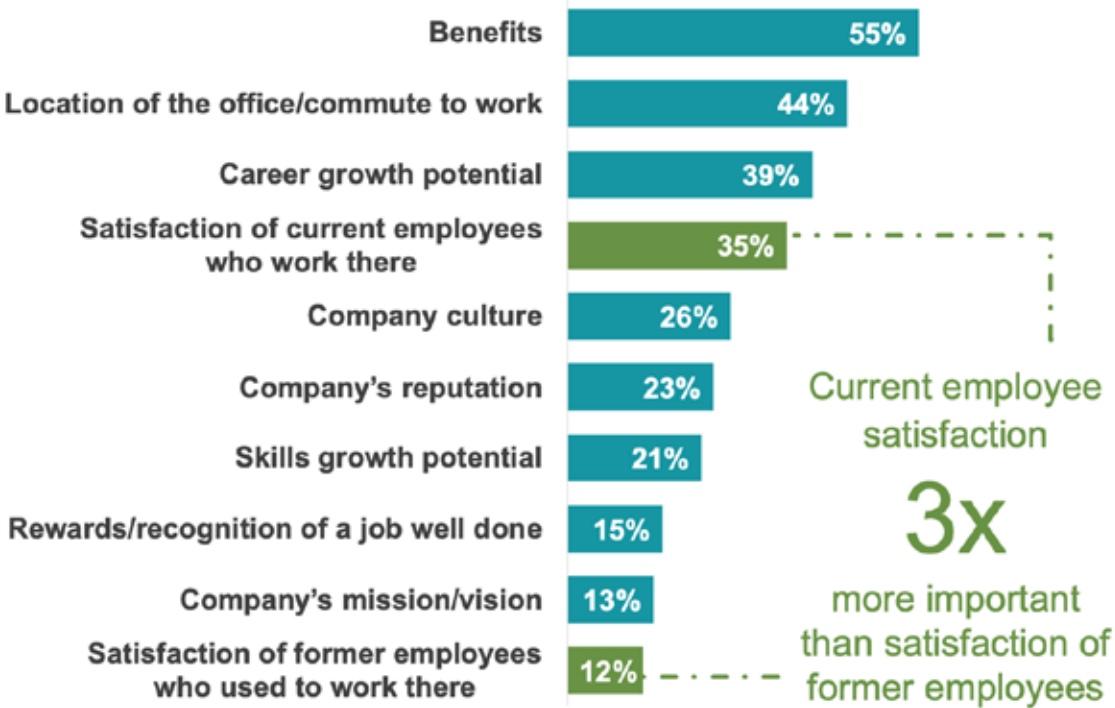
A very high percentage of job seekers prefer at least some of their job search to be online, 93% to be exact. Almost 50% preferred a mix of online and human interaction across all generations, thus we've seen an even larger uptick in remote hiring and electronic

onboarding within the staffing and other industries as well. Online application software is just as crucial, to keep potential employees happy. Make no doubt about it, "A frictionless online experience is an asset for staffing firms that will pay dividends with candidates of all ages."

The ASA candidate sentiment study also found that while 1 in 3 prefer help from a staffing firm, women (74%) and white (72%) candidates prefer to job search on their own. **"With nearly 70% of job candidates preferring to find and apply for jobs on their own, there is an opportunity for staffing firms to provide a primarily self-directed experience for job candidates."**

Staffing firms should also be mindful about commute time when placing their employees into job assignments. It's rather telling that six in 10 administrative candidates say commute is their most important aspect of accepting a position. Their second largest factor was benefits, followed by career growth potential. Industrial employees listed benefits as their first most important job factor followed by commute time and career growth potential. Six in 10 Asian and 5 in 10 Black/African-American candidates say career growth potential is the most important aspect of their position.

Outside of compensation/pay, which three of the following aspects of a position matter most to you?



Social media use differs significantly by age and therefore a varying strategy on social media may be required for different generations. Again, **"with Millennials being the largest generation in the workforce, it is imperative for staffing firms to align their social media strategies to the demographics of their candidates."** And, this is also an opportunity to reach more of Gen Z than is currently engaged. For Millennials, YouTube is listed as their number one social media choice capturing 90%, followed by Facebook, Instagram, LinkedIn, Twitter, Snapchat, Glassdoor and TikTok.

With technology dominating every aspect of Millennials' lives, it is not surprising that 41% say they prefer to communicate electronically at work rather than face to face or even over the telephone. A digital generation that feels at home on the internet, Millennials spend a lot of their free time on the phone as well. In fact, they pick up their phone 150 times/day. They expect to be able to access and use their phone at work and to access work-related tasks from this device.

Millennials are hard workers, they are ambitious about their career growth and expect a lot from employers such as excellent internal communication, feedback, flexibility and benefits. Millennials are also seeking a good work/life balance as well as strong diversity policies. They want to admire, trust their employer and value their brand. They are also prone to job hopping with 6 out of 10 millennials open to new job opportunities and in the meantime, over half are not engaged at work. **It's possible that many millennials actually don't want to switch jobs, but their companies aren't giving them compelling reasons to stay.**



According to the Bureau of Labor Statistics (BLS) reports, the number of people quitting their jobs has been increasing, even during a global pandemic. We've seen 1.9 million people

quit in April and 3.1 million quit their jobs in November 2020. With higher turnover rates, the cost has been rising and negatively impacting employers.

Turnover is expensive. **The cost to replace an \$8/hour hourly employee as Investopedia reports, can cost a business around \$3,500.** "Companies spend an average of \$1,886 and 47.6 hours a year on training for each employee. For companies to reach a break-even point on managers they hire, it takes an average of 6.2 months due to costs incurred."

It makes sense then, to review and understand the reasons employees are leaving positions. Across all generations, the top 2 reasons from the candidate study noted burnout and lack of career growth. When looking specifically at Millennials, their next 6 reasons for leaving were, in order, compensation, benefits, management, company culture, better offer and schedule.

With 77 pages of data and information provided in the candidate sentiment study report, there is much more to learn about the job candidates your firm needs to attract and retain. Ten reasons candidates will work with a staffing firm again, which experience is a key opportunity to improve upon and the typical response time almost every candidate expects in an always-on society -- are just three examples we haven't covered here.

And, if you're looking for an all-in-one staffing software solution, COATS Staffing Software provides a multitude of remote hiring tools to keep the 93% of job seekers who want some of their job search online, happy. With 70% of job seekers using a job board as their number one resource, our online job posting software has you covered.

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When To Start...With Temp And Contract Placements!

By Judy Collins

Let's say you have made the commitment to offer the temp and contract placement option to your clients, realizing that by doing this you can keep your clients happy, build an additional revenue stream, and improve the strength of your business. You are concerned about turmoil in the marketplace, possible threats to your financial well-being in slack periods, and the fragility of your business due to lack of income diversity. So, when should you get started? In this article we suggest that the time to start with temp and contract placement is NOW. The reasons for this include you should be ready to provide these services before your client asks, it is important to stay ahead of the curve as business activity ramps up, you can be ready to make placements in any state, and you should begin immediately to strengthen your finances by diversifying your income stream.

When your client needs to fill a position, the need is often urgent. You should be there to help when the call arrives. The expression "*Time is money*" is as true today as when it was first coined by Benjamin Franklin. We should spend the time now to prepare to meet our clients' future needs. This action on our part will translate into money as we enjoy the rewards of successful placements and keep our clients happy!

As businesses ramp back up, stay ahead of the curve by marketing your services right away. By doing this you can perhaps capture a greater share of the placements to be made. Many people have been furloughed or laid off and possibly may not be eligible to be brought back to work as a direct hire. You can bring them back on contract and greatly help your client's business by recovering lost expertise. Take advantage of the huge pool of candidates that are looking for more flexible work arrangements that contract work offers.

You can be ready to make placements in any state by partnering with a back-office provider. This flexibility will enhance your utility to your clients and enable you to match up candidates and positions regardless of their location. With increasing numbers of employees now preferring remote work it is becoming commonplace to see clients whose employees are remarkably diverse geographically. These arrangements are very easily handled via contract placements.

When is the right time to begin to shore up your finances? The time is NOW. With challenge comes opportunity. The challenge presented by the turmoil in the markets is an opportunity to improve your finances. In a previous article, we suggested temp and contract placements as a means of adding an additional income stream to your business. Why wait? It will take time to build a volume of temp and contract placements, but the reward will come to you as the value of your book of business increases. The diversity of this additional income provides a cushion to help you ride through slack periods in the workforce marketplace. You are effectively building a retirement plan!

Partner with a back-office provider such as Evergreen Contract Resources to give you the flexibility of responding immediately to your client's needs and relieve you of the headaches of handling temp and contract placements. 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. You can be ready to provide services before your client asks, you can stay ahead of the curve as business activity ramps up, you can be ready to make placements in any state, and you can begin immediately to strengthen your finances by diversifying your income stream if you know **WHEN TO START...WITH TEMP AND CONTRACT PLACEMENTS!**

Judy Collins

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ASK COACH

Mike

Michael Gionta

QUESTION: 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!



Will your existing organization and/or personal style allow you to implement any resolutions or changes that you would like to make in 2021?

Mike Gionta & his company, The RecruiterU are sought out by solo recruiters and recruiting firm owners who want more revenues, better clients, great recruiters, etc. The RecruiterU has custom programs for any type of owner who has the strong desire to build their business, but simply lacks the best strategies to get them there.

Visit TheRecruiterU.com for our FREE video series, "How to Double Your Placements in 121 Days or Less".

Looking for help engineering your one to three year vision? Email me at mikeg@therecruiteru.com and we can have a quick chat to see if or how we can help.

Get Paid What You're Worth

By Chris Heinz

What are you worth?

Over the past two weeks, I've received three different LinkedIn messages from other recruiters in my space. That isn't uncommon. But, what is uncommon is the messaging. Let me paraphrase for you: 'I run a recruiting firm in the healthcare space. We're good at what we do. We are offering a special price of 10% fee on any hires right now.'

Let's unpack this a bit, shall we?

- **You run a recruiting firm and you are good at what you do**...then why are you sending your message to another recruiter in your space? I do not hide the fact that I'm in the talent access space. In fact, I practically scream it from the virtual LinkedIn rooftop! If you were targeting your message to decision-makers, I am not the right target.
- **You are good at what you do**...then why are you offering to work at 10%? We will dive into this in a bit.
- **You are offering a special price of 10%**...Again, WHY?

I completely understand that 2020 was not what any of us expected. I also know that Covid hit many recruiting firms very hard. Many firms went out of business. Many recruiters left the industry, some by choice and some by their owners choice.

But doing this J-O-B of recruiting is H-A-R-D. Finding openings take a lot of effort. Building good relationships, with companies that value you as a partner, is even more challenging. Finding the best talent, not just a seat filler, is challenging. Feeling confident that this top talent is sincere about leaving their current employer, withstanding counteroffers and even worse, guilt, and starting with a new company with many unknowns is really challenging.

So, why would someone de-value their services, and that of the many incredible talent access professionals, with a fee of 10%? I get it, we have to eat. As an owner of a firm, you need revenue coming in order to keep the lights on. As a recruiter within a firm, you need cash-in to earn commissions in order to provide for your family. I get it.

But...you should value yourself more than that type of discount. You should be more confident in your abilities. You should have confidence that a little extra effort will eventually bring you openings where the company and decision maker values you, your opinion, and is willing to pay a respectable fee.

The amount of that fee is relative. In some industries, 30% is the norm. In others, you won't get a dime above 20%. Still, in others, every role is not based on a percentage, but on a flat fee.

Remember this: while it isn't impossible, once you've established a reduced fee, it is incredibly challenging to increase that amount with your client. Recruiting is a rather unique industry in that the more successful you are with a particular client, the greater chance they try to request a fee concession in the future. So, if you are already starting at a reduced fee, the client attempting to cut you down even further could be problematic.

There are several ways to negotiate a fee that is respectable of your effort and abilities:

- **Engaged Search.** Maybe you get a full 30% or maybe you negotiate a slightly reduced fee for an upfront payment. This can help 'keep the lights' on over a couple of months.
- **Retained Search.** (Yes, there's a difference.) In retained search, you get paid in 3 portions, typically upon initiation of search, after the presentation of a candidate shortlist, and finally upon hire.
- **Retention Bonus.** Maybe your client-company can't pay 30% upon start. With a retention-bonus, you can invoice at a reduced amount upon start and then the remaining after a pre-selected period of time (typically six months or a year). The initial payment shouldn't be less than two-thirds of the total fee.
- **Flat Fee.** This works great when there is a wide gap in the salary range. Base the fee on the lower end of the salary range at 30%. Then, they won't need to pull out a calculator to figure out the fee based on the prospective candidate's salary. It is locked in. The larger the range, the better this looks to the client.

- **Sliding Scale/multi-position hires/loyalty program.** Starting at a higher percentage for the first 1-3 roles each calendar year, offer a percentage reduction for each batch of hires.

If you notice, none of these suggestions have you reducing your fee by two-thirds! 10%, really?

None of these alternatives are Earth-shattering revelations. You have probably heard about them before. You have probably used some iteration of them in the past. Just in case you haven't, here they are for your use. Free of charge!

On the off chance you've never heard about one of these, you might wonder why I would share them. After all, this is a "cutthroat" industry, right? Wrong. Some of my closest friends are direct competitors to me. But, I share because I care. From a self-preserving standpoint, I also share because it is good for the recruiting industry as a whole. If this article helps just one of you to increase your fee offerings, that is a win for us all.

Allow me to circle back to where we started this conversation - a random LinkedIn message. Pretty please, properly target your message. Don't perform a weak search and send off your message as if you were shooting in the dark. You will rarely hit your intended target.

As Al Franken's character "Stuart Smalley's Daily Affirmations" on SNL said "You deserve good things. You are good enough. You are smart enough and gosh darn it, people like you." To translate this into recruiter speak, "you are good enough. You are smart enough and gosh darn it, you are worth more than 10%!"

Chris Heinz is a Managing Partner with Westport One. With more than 23 years in the recruiting industry, he has become a thought leader in both recruiting and the healthcare industry. Chris is an avid endurance athlete where he has turned that passion into good by raising thousands of dollars for several charities.

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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!

How Will 2021 Employment Trends Impact Your Clients?

As you say goodbye to one of the most challenging years ever, this year has changed your clients and prospects forever. Let's discuss some of the current and future trends.

COVID-19 Accelerated the Digital Transformation of The Workplace

Two studies conducted by McKinsey and KPMG found that at least 80% of leaders accelerated the implementation of technology due to Covid-19. Satya Nadella, CEO of Microsoft stated, *"We've seen two years' worth of digital transformation on the advancement of technology at work, in two months."* This acceleration has impacted the Staffing and Recruiting Profession, especially firms specializing in IT.

Hybrid Workforce | Workplace

Microsoft's hybrid workplace environment will allow employees to remain remote less than half the time. A survey of Google employees found employees wanted to return to their office but not every day. Stanford University conducted a study of major companies and employees and found that two days a week was the optimal situation. This allows for structure and sociability at the office while offering independence and flexibility while working at home.

This is information that should be shared with clients who are not offering remote work, which will put them at a competitive disadvantage.

Interviews | Hiring | Onboarding – Virtual

The interview, hiring, and onboarding process was forced to a virtual process and companies realized it saved them time, money and opened a global workforce for jobs that would remain virtual. Engagement and retention will continue to be the greatest challenges which must be solved in the coming year. Discussing these topics will help position you as a workforce | workplace expert as well as someone who provides top talent.

Women Will Continue to Experience Workplace Setbacks

Facebook's COO Sheryl Sandberg sounded the alarm when she wrote a *Fortune* byline stating, *"Getting through this crisis means helping women get through it too."* The pandemic heightened the challenges women were already facing around childcare, work-life management, and inequality. It is estimated that two-third of women are planning a major career change, post pandemic. Think of what accommodations would help retain the talented women you employ.

Companies Committing to Diversity

Most large companies have a designated a "Chief Diversity and Inclusion Officer." However, companies know they are being scrutinized more than ever by stakeholders since the Black Lives Matter movement put racism on the map, demanding big changes and investments.

There is a major shift surrounding diversity and many companies have allocated resources to address workplace inequality. One example: Bank of America has pledged \$1B over the next 4 years to combat racial and economic inequality.

Position yourself as someone who can present highly qualified diverse talent, and this will enhance your business.

Hatred of ZOOM Will Increase

Too many people have grown to intensely dislike all the Zoom meetings and the inability to interact with customers, vendors, or co-workers in person. Companies will need to find ways to connect with smaller groups to build team resilience. Calls should be broken up with a social hour, or lunch on the company. This is also impacting your employees if you are overutilizing zoom.

Surge in Retirement – In the Third Quarter Of 2020 - 28.6 Million Left to Retire

Many companies encouraged early retirement for high-priced Boomers and this surge is predicted to continue in 2021. This will create a challenging experience gap. Keep in mind – Boomers make great contractors and are very knowledgeable and dependable.

Layoffs Will Continue - Retailers, Small Businesses, Restaurants, and Storefronts Continue to Close.

McKinsey reported that many sectors continue to be hard hit including hotel, aviation, airlines, cruise, oil

& gas, colleges, restaurants, gaming leisure, and entertainment. If you specialize in any of these areas, you may need to pivot. For example: in retail, you may pivot to online retailers. If you are placing in restaurants, you should focus on fast food which is flourishing.

Hourly Workforce is Treated Like They are Essential

Hourly employees often treated like second-class citizens were essential for economies to run. The US hourly employee that represents 43% of all essential workers, earn less than \$20 an hour. In 2021 and beyond they will be treated more like full-time employees with benefits and under the Biden Administration there will be legislation to increase the minimum wage to \$15 an hour.

As a result, you will see pay rates continue to increase, but must protect your GMP.

Most of these trends are in our favor and there is also a light at the end of this very long tunnel. Be that Owner who anticipates trends, and you will enjoy a Record 2021.



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Create a Sales Prospecting Workflow for your Staffing Company

What is Sales Prospecting?

Sales prospecting is the process of finding, identifying, and reaching out to potential sales. This includes outbound cold calls or emails. Prospecting is critical to building and maintaining a steady pipeline of leads to work through your sales funnel.

Tips for Successful Sales Prospecting



Build out your CRM

Before you can begin sales outreach, you first need to find potential customers. Networking sites like LinkedIn are a great way to find common connections and search for potential clients in your area. [Parsing and sourcing tools](#) then make it quick and easy to pull prospect data into your CRM. Then, within your CRM, you can build outreach lists through targeted searches and track your outreach activity.

Increase Cold Call Velocity

Did you know that 44% of salespeople give up after just one call? However, [Velocify](#) research states that the ideal number of cold calls to make a sale is six. In the case of cold calling, more is more. Therefore, you need to prioritize time for prospect outreach within your sales team. Check out our [recommendations for memorable cold calls](#) as well.

Track Activity

When prospecting, be sure to track your activity in your CRM. Be sure to keep notes about your call so you can constantly build upon each conversation. Look for a CRM that makes out reach and activity tracking easy with automated call, email and text logs and embedded, in-app communication tools.

The video below demonstrates how your staffing firm's sales team can manage your prospecting and outreach workflow using [Avionté's CRM](#). Avionté's other [tips for staffing sales growth](#) will help your firm stay ahead of the curve and win in the market.

[Video](#)

Avionte your can manage your prospecting and outreach workflow using Avionté's CRM. Avionté's other tips for staffing sales growth will help your firm stay ahead of the curve and win in the market.

<https://www.avionte.com>



What Is the Facebook Leads Center – And How Can It Help Your

By Matt Lozar

One of the most effective advertising tactics on Facebook is using the “lead generation” advertising objective. Now, in the staffing industry, when we hear “lead generation,” we instantly think of new business on the sales side.

But on Facebook, “lead generation” is just an advertising objective to quickly capture information on a native form right on Facebook. It is the PERFECT way to target job candidates in the right industry (*healthcare, warehouse, admin, customer service*)

During the summer of 2020, Facebook introduced the Leads Center to help manage the information of people who complete your lead generation advertisements, and it has some awesome benefits for companies.

Let’s dive in:

What Is a Lead Generation Ad?

Before we get into the main part of this blog post, we need to understand what a lead generation advertisement on Facebook is.

The advertisement format looks very similar to most Facebook advertisements. What is different is what happens after your audience clicks on the ad:

When your audience clicks on the ad, a form opens in their Facebook timeline. We recommend having a really short form (*name, email, phone number*) to improve conversion rates. Another great benefit to using this tactic is if that information already exists in a Facebook user’s profile, it auto-populates into the form – decreasing the amount of time needed to complete the form.

Using the Facebook Leads Center

After a Facebook user completes the lead generation ad, their information goes into the Facebook Leads Center. To access the Facebook Lead Center, your personal Facebook profile needs to have admin status on your company’s Facebook business page.

Go to your company’s main Facebook page and click on “Leads Center” at the top of the page. After clicking on that link, it will open up a new screen with all of the information from the people who filled out your lead generation advertisements.



Essentially, it's a database of the leads, which makes it easy to navigate. The information that you asked in the capture form is available in that table.

Click on the lead, and their information opens. There are several ways to help classify this lead:

- Owner: Assign the lead to a member of your company who has a Page Role on your Facebook page
- State: Classify the quality of the lead: In-Progress, Interested, Converted, Bad, Archive
- Note: A text field to put important details about your lead
- Schedule a Reminder: Select a date and time to get reminded to follow up with the lead
- Form Answers: If you had specific questions on your lead capture form, their information appears in these areas. (For example, do you have a CDC Truck License – YES or NO)

This almost sounds like a mini ATS that you can use on Facebook. For companies who are using this lead generation tactic effectively, they get hundreds of candidates leads per month. The creation of the Facebook Leads Center makes it simple to organize and analyze your leads, which will improve conversions.

Pro Tip for Facebook Leads

To get the Facebook leads delivered to another location and make it more centralized for your staffing agency, you can integrate the leads with a CRM or other application.

Common applications are:

- Salesforce
- Microsoft Excel
- Zapier
- Google Drive
- ActiveCampaign
- HubSpot

Instead of having to log in to the Facebook Leads Center to manage information, these integrations will deliver the information to applications that you use regularly.

Social Recruiting Finds the Right Candidates

Social recruiting is one of the four pillars of recruitment marketing at Haley Marketing, along with career sites, job advertising, and employer branding. Social recruiting goes beyond likes and shares – it turns your audience into placements.

Contact the [Recruitment Marketing team](#) at Haley Marketing to learn how we can design the ideal strategy for your company and leverage social media for recruiting.

Editor's Note: Matt Lozar, Director of Recruitment Marketing Since social media burst onto the scene, Matt has found a passion for knowing as much as he can about the always-changing industry. Graduating from the University of Notre Dame with an undergraduate degree in business and working for nine-plus years in intercollegiate athletics, Matt enjoys being a part of a team that helps everyone come out with a win at the end of the day. Outside of the office, Matt is always working on his golf game (even in a Northern climate), though not as much since the birth of his energetic daughter.

MID SIZED RECRUITING Growing Companies STAFFING SMALL



Dressing Up Your Business for Sale By Michael Neidle

If you are considering selling your business there are several things that you should do well in advance. Think of this how to get the best price if you were to sell house. You would paint it to blend in with neighboring homes, make repairs, prune your garden, remove items that might not appeal to others, make your house appealing to the largest number of buyers, update its look, survey the market, etc. And if you don't sell your house you will have at least enhanced its value.

Selling a business is quite similar, it's called dressing up your business for sale. This includes legitimate steps you should take to enhance its value and marketability, as opposed to falsification of things that would only be uncovered during due diligence and kill a sale. Run the business like you were not considering selling it, but doing all the things that you should have been doing if you were running it optimally. As a buyer is looking for continued growth, your recent growth is very important. But also consider the option of an internal management buyout (MBO) at the fair market value. This with a paid out over time using your free cash flow to fund the transaction.

So what would be some of the things you should be doing well in advance of a sale?

1. Maximize your short to midterm sales and profit growth. This can be done with things like: increase your commissions to boost sales, seek business tangential to your core sector, lower your price to maximize sales and profit, provide volume discounts, create value added services, reduce your client concentration and your staff turnover. As profits grow so will your EBITDA, as well as your Price to Earnings ratio, for a dual impact on your selling price.
2. Eliminate non business related costs, including, personal expenses run thru the company like: travel and entertainment, country club dues when it's primarily for oneself, family members who have been added on to the company payroll.
3. Streamline your organization, consolidate positions as makes sense, get rid of the deadwood and unproductive assets that you probably should have eliminated regardless of a sale.
4. Do a cost benefit analysis of all of your spending from marketing to profit generating staff, i.e. if individual marketing expenses do not more than pay for themselves, eliminate them, likewise, if your personnel do not cover their fully absorbed cost get them to be contributors or terminate them, if an investment does not give you an early payback (such as a new office) do not make spend those funds, collect your past due accounts and use that cash for growth, etc. Due an internal audit of your investments in people and assets and act upon that knowledge. Lastly, convert extraneous sales a buyer would not value into your core business.
5. Postpone discretionary spending that will not impact sales in the short to midterm such as: business trips and meeting, dues, subsections and membership fees, perks and gifts, etc.
6. Capitalize investment costs to minimize their impact on short to midterm profits.
7. Then add back those costs which will disappear under a new buyer. But don't take credit for cost saving that the buyer will effectuate due to synergy they will provide. This might include the cost your entire accounting, HR or other departments. Legitimate add backs might include: outside consultants/advisors that the buyer would not employ, excess owners compensation, extraordinary expenses and onetime costs that would not reoccur (such as OSHA violations or other fines/costs that have since been corrected), legal costs and write-offs due to prior conditions or lack of controls which have since been put in place, 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.

Do I Need An ADA Compliant Website?

By Thomas J. Allen



[Image Source](#)

What is ADA Compliance?

ADA stands for American with Disabilities Act. Title III of the ADA prohibits any "public accommodation" from denying "full and equal enjoyment" of its services or facilities on the basis of a disability. The Department of Justice (DOJ) published the [Americans with Disabilities Act \(ADA\) Standards for Accessible Design](#) in September 2010. These standards state that all electronic and information technology must be accessible to people with disabilities.

When the Americans with Disabilities Act was written in 1986, the Internet had not yet become a part of daily life. The internet was not included as a consideration back then for ADA requirements, which was intended to remove barriers that would keep disabled individuals from enjoying areas of "public accommodations" like restaurants, sports arenas, and shopping malls. Since the introduction of the Act, society has undergone major changes. Now, people shop online, attend online schools, run their businesses online, and interact online more than in person. But still many are not clear about what the actual requirements are for website ADA compliance. Businesses are now asking questions, if they are now required to accommodate ADA Compliance due to the release of the [Americans with Disabilities Act \(ADA\) Standards for Accessible Design](#), which the U.S. Department of Justice released in 2010. The standards published, guides companies to offer and maintain sites that people with disabilities can use and access.

Who Is Required To Offer ADA Compliance Websites?

Here is where many small businesses may get confused. In recent years, some interactions with companies offering ADA Guidance Services and/or Website ADA Plugins have contacted a few of my clients offering to assist in ADA Compliance Services, however they added a small scare tactic to their sales pitch in order to intimidate their potential customers into using their services. The hook in their sales pitch towards the small businesses they were contacting is that they are hoping the company does not know the actual legal requirements for ADA compliance and allows the intimidation factor to influence their decision to use the services offered. These companies made good points as to why offering ADA compliance is good for business, and it does help to have a fully accessible website for the disabled, however they end off their sales pitch by saying things like, "*If you do not have our service, you may get sued.*" This is the red flag, and makes these companies unprofessional and even scammers! If these companies were truly knowledgeable in the actual law of the Americans with Disabilities Act, they would know what companies are required by law to offer these services and which are exempt. So they scare small businesses who are legally exempt into using their services, plugins, and some even paying top dollar in order not to deal with potential lawsuits. This is occurring all too often and is a dishonest practice. So the question is, who does this law really affect when it comes to offering ADA

Compliance? Let's see the required list from the actual ADA Compliance website:

- Businesses operating for the benefit of the public. (Example: Restaurants, Etc.)
- Private employers with 15 or more employees. (Small Businesses Are Exempt.)
- Americans with disabilities and their friends, families, and caregivers.
- All state and local government agencies.
- Ref: <https://www.interactiveaccessibility.com/services/ada-compliance>

So small businesses with under 15 employees are legally exempt from this compliance to be required. However you can add a basic ADA plugin to your website in order make your site accessible to the disabled. It's not discouraged to offer these website abilities. It can however be very pricey when considering the Levels of ADA, like levels A, AA, or AAA Compliances. (Levels Ref: https://www.w3.org/WAI/WCAG21/quickref/?versions=2.0¤tsidebar=%23col_customize&levels=a%2Caaa#principle2)

But small businesses can offer other options, like free basic plugin tools offered that would offer the disabled functions like: Increase Text, Decrease Text, Grayscale, High Contrast, Negative Contrast, Light Background, Links Underline, Readable Font. (Ref: <https://pojome/plugins/accessibility/>)

Other basic requirements are to make sure all your images on your website contain alt tags. The required alt attribute specifies an alternate text for an image, if the image cannot be displayed the alt tag text is displayed, this also helps the visually impaired hear the text being read on screen. (Ref: https://www.w3schools.com/tags/att_img_alt.asp)

Another option for small businesses that are exempt is to offer an "Accessibility Statement Page" letting the disabled know if they have issues with your website to contact your office for assistance. This has been done by international multi-billion dollar companies such as McDonalds. (Ref: <https://www.mcdonalds.com/us/en-us/accessibility.html>). Their entire website has no visual accessible tools for the disabled, but offers a legal statement to contact their support if assistance is required to browse their website.

So this article is to let small businesses who may or may have not been contacted by companies offering ADA services, that having these services are not discouraged in the least, but if a scare tactic is used in the sales pitch, you should question the company at its fullest, as companies under 15 employees are exempt legally.

**Disclaimer: this article is not intended in any way to be legal advice. We highly recommend speaking to an attorney if you have any legal concerns.*

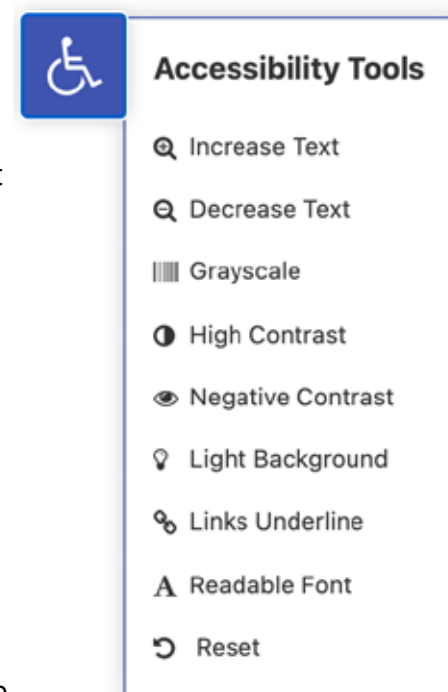
Sources

ADA Compliance: <https://www.interactiveaccessibility.com/services/ada-compliance>

ADA Standards for Accessible Design: https://www.ada.gov/2010ADASTandards_index.htm

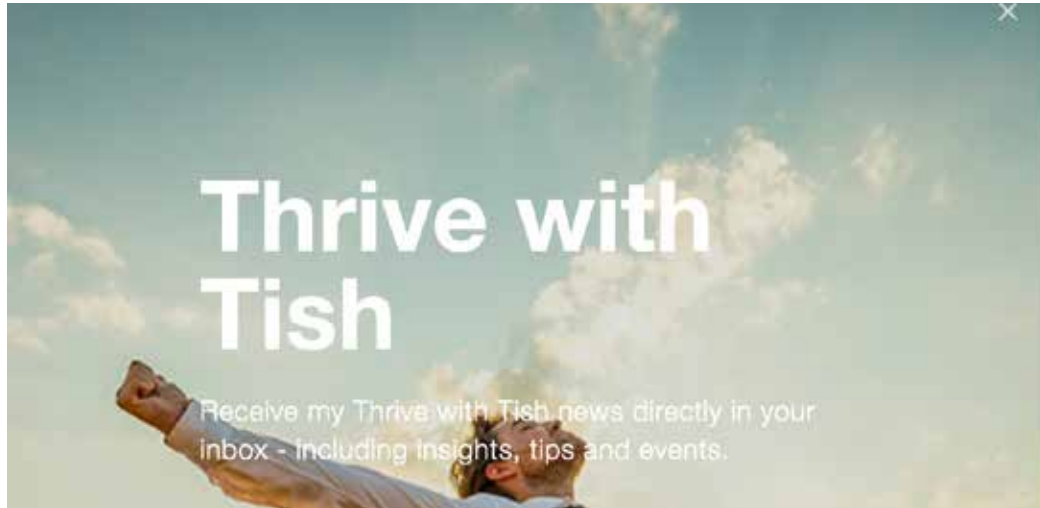
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Are ADA Compliant Website Lawsuits a Scam? <https://www.epgdlaw.com/are-ada-compliant-website-lawsuits-a-scam/>



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Review ~ Tish Conlin's Webinar Attraction Marketing



Tish Conlin shared some good tips on her EMinfo Presents Webinar on Attraction Marketing. She encouraged listeners to not be an addict to technology but to give that personal touch in building relationships. She covered how to attract new opportunities through several examples; like sending a recipe to a new client, learn a new skill unrelated to your job, ex; black belt, triathlete, etc. where you may be surprised in meeting potential new clients who also share a passion in the sport or activity you are involved in. Being creative and thinking positive will also improve your mental well being.

She kept emphasizing the need to stay positive and improve yourself in various ways. Improve nonverbal cues she stressed as important. Set expectations up front when you are establishing a contractual agreement with a client.

All her ideas were designed to help reduce stress in your business and grow more positive relationships with both candidates and clients. This could be your best year ever if you implement just one or two new ideas that Tish shared in this short but positive and powerful webinar.

You can visit www.tishconlin.com and use EMinfo code to get a discount on any of her current training videos for a limited time only! She also has a page on her site if you want to book TISH to speak at your future event.

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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Tish Conlin - Coach, Speaker, Author

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Reach your Potential

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Today's Lesson:

- Learn how to become more focused to reach goals faster
- Avoid distractions
- Resting the brain for greater focus
- Ways to improve concentration and memory
- Interactive exercises

Ten Things I Wish I Knew About Outsourcing

By Tricia Tamkin

It's common to think of a business coach as someone who has all the answers and knows just what to do. Often, it's because of all the mistakes we've already made.

Hi, I'm Tricia. I coach recruiters and here's where that amazing wisdom and guidance comes from.

You may have heard, "Good judgment comes from experience, and a lot of that comes from bad judgment." Outsourcing was all the evidence I needed. I made a MASSIVE number of mistakes and wasted a TON of money learning how to effectively outsource.

Thankfully, I stuck with it and reap the benefits to this day. Now, I outsource activities in all my businesses, from coaching and training, to recruiting, and even real estate.

Here are 10 things I wish I knew 10 years ago. I hope it can save you the pain I experienced in learning.

1. **Know your hourly rate.** You need to know your worth, to know when to offload the work. Take the revenue you generated this year and divide it by 2080 to determine the actual value of your time. Try to spend most of your time on the highest value activities that only you can do. Outsource the rest. If you generated 300K, your bill rate is approximately \$150 per hour. It would make a lot of sense to hire someone, even at \$100 per hour, if it frees up your time to generate more revenue. It always makes sense when you're going to spend the time in revenue-generating activity and may make sense to simply give yourself a break.
2. **Know the best use of your time.** Throughout your workday, consistently ask yourself, is there any way I could outsource this task and what would I need to do to make that happen? Start a list now that you can keep adding to whenever you think of something. Here's a great hint: compare your hourly rate from above to whatever task and decide which is more valuable.
3. **Don't forget to outsource reminders.** If you had an Executive Assistant, you'd expect that person to give you reminders and glance over all administrative details. The same should go for a Virtual Assistant. We coach one-on-one and each of our clients has their own "Academy" where their training and session recordings are loaded each week. My VA checks each client's Academy every Thursday afternoon and lets me know if I missed any uploads. A great assistant, Virtual or not, should be able to manage you a little.
4. **Communication is key.** The maximum efficacy your VA can achieve will be by following your exact directions. And that's only if they are really committed hard workers! Break down the steps and details as if someone who has never done the job and lives thousands of miles away will have to figure it out from what you write. Then clarify as though English isn't their first language. Be more specific than you ever think is required. All expectations need to be in writing. Over articulate.
5. **Make videos.** When you give work assignments, record yourself doing the exact task first. We typically use screen capture software for this. Verbally walk them through what to do, step by step. Take special note of the time it takes to do an individual task and then multiply the time by the number of instances, increase it by 20% and then ask for a time commitment. For example, I might have my VA capture a list of prospective clients, find their email and phone number, and then add all data to a spreadsheet or load directly into my system. I would do one of them start to finish, noting the time at 3 minutes each. Let's say I gave them 100 people, I would assume 300 minutes, but I increase it by 20% to 360 minutes and then ask for a commitment for the project to be done in 6 hours. Time expectations *must* come with task assignments, or your hourly rate just became whatever they want it to be.

6. **Don't skip the videos.** It makes all the difference in the world when you must replace your VA (I've had over 15 in the last decade, and my current one for 2.5 years. He's excellent.) They'll need to be replaced; people marry, move on, take other jobs, or... disappoint you. If you have all the videos it makes training the next person significantly easier. I've even seen my VAs go back and re-watch videos which cuts down on both errors and my time to re-explain something. For another trick, load the videos to YouTube and they can turn on subtitles. This will cut back on communication errors, particularly with offshore VAs.
7. **Build an Ops Manual.** From day one, they're writing the book. Make one of their responsibilities to keep and maintain an operation manual for their role. Set it as your own Google Doc, and give them access. Require them to add specific instructions for anything they're doing which isn't covered in the videos you make. Also have them include links to the videos and any additional notes or instructions for the task. Check this weekly. This will also make transitioning much easier later.
8. **Give them a background project.** Virtual Assistants must always have a "background" project. It's something they can work on between the important things you give them. Think of it this way, at some point your VA will be needing something to do at the exact moment when you don't have time to manage them. For me, it's currently data integrity. If my VA doesn't have work, he systematically checks and verifies my data.
9. **Time tracking.** At the start of each workday, have them send you an email stating they are starting work and what they'll be working on. At the end of the day have them send you an email letting you know they are signing out for the day and what they've accomplished. Having this as a standard from the start will save you a huge amount of heartache. It's nearly impossible to add later yet gives so much peace of mind used from the beginning.
10. **Kindness and inclusion.** Treat them extraordinarily well. Pay more than average. Surprise them with vacation days. Give them a random bonus for work done well. But most importantly, when you know you have someone good, share your vision for the business. Pose problems and ask for their opinion. Not only does that make them feel good, but you might be surprised to find you learn new and interesting ways to solve problems and move your business forward.

If you're still on the fence about outsourcing, remember the first rule! The time you spend on non-profit generating activity is literally unpaid. If you're ready to jump in, I've marked many of the potential pitfalls. Smart people learn from their mistakes. Wise people learn from the mistakes of others. It's why I became a coach.

Editor's Note:

Tricia Tamkin is a recruiter, speaker and trainer. She has owned her search firm, Wolftec, for 20 years, and is also a partner at Moore eSSentials. Tricia simultaneously runs a full desk, trains hundreds of recruiters per year, speaks at industry events and has a reputation for filling jobs where others fail. She has been featured in over a dozen national publications to include Entrepreneur, USA Today, and the Chicago Tribune.

Candidate Outreach Tip & Tricks



By Anthony Ysasaga

Most recruiters and sourcers find potential prospects via LinkedIn, Hiredscore, Gitlab, Twitter, FB, Stackoverflow, Bing, Google, and other sources. Finding good prospects is not too difficult; getting those prospects to respond to your inquiry is. With these wonderful resources, you can easily see each person's skills, education, and work experience. With some simple searching, you can find people who match your open job orders.

After you find a great potential candidate, you'll likely send them an email/inmail or message to tell them about your open position. Unfortunately for most recruiters, these messages can fall into a black hole. They are essentially cold emails, after all. Many people won't open them or even respond.

A great message starts with the subject line. Writing an email subject line is similar to writing a recruiting email subject line. The subject line should grab the potential candidate's attention. You can do this by mentioning something personal that they'll recognize or be interested in discussing.

For example, you might include:

- The candidate's first name**
- A shared connection**
- A skill or achievement**
- A nonprofessional interest**

Here are some good email subject line examples:

- Looking for nature-loving sales reps**
- [Connection] referred me to you for your marketing skills**
- Love your design skills**

The body of the message should be brief. You and the recipient likely don't have a relationship yet, so don't take up more of your time than necessary. Because the candidate doesn't know you, you need to establish trust. Show that you're a real person who's done their homework. You can do this by being personal. Mention things you have in common, such as common connections, groups, education, and interests. The candidate might be more willing to work with you if they feel some connection. You can also mention what the candidate has in common with the position or client company. For example, if the candidate and client share a similar value, you can bring that up.

If you want to flatter the candidate:

1. Don't use generic compliments.
2. Look for actual accomplishments that you can genuinely praise.
3. Don't include a bunch of information about yourself. The candidate can easily click on your profile to learn more about you.
4. Only give the basics that are essential to the message.

At the end of the message, ask the potential candidate to take the next step. Do not leave the message open-ended. It should be clear what you want the potential candidate to do. You might simply encourage the candidate to reply to learn more. Or, you could suggest a time for a phone call or in-person meeting.

Here are examples of what your action item might look like:

- Let me know if you're interested in learning more.
- Please respond and let me know if you are interested in a conversation. Either way, I would appreciate a response.

- Are you available to meet for coffee on Thursday?
- Do you have time for a short call on Tuesday at 6 PM?

Next comes the most difficult part of your outreach campaigns. This is where most recruiters and sourcers struggle. Large enterprise companies utilize CRM (Customer Relationship Management) software to manage candidate pipeline.

Some of these would include:

- Avature
- SmashFly
- SFDC
- Keap

If you don't have access to these tools, you can manage all of your outreaches via Project Folders via LinkedIn, Macro-enabled Spreadsheet, or shared Google Sheets.

Tracking outreaches via LinkedIn is not hard, but it does require a lot of work. I promise that if you do your diligence, you will see results!

While it's nice to have a LinkedIn Recruiter Seat, sending out inmails can have limitations.

Here are a few challenges that you will find with LinkedIn.

- Do not mass email prospects. LinkedIn will measure your responses, and if you fall below 15%, they can and will lock your account.
- Send out only personal inmails with specific information about the prospect that's relevant to the position open.
- Know that, on average, 80% of your inmails will go unread.
- Follow up at least 4X within the first week. If you do not get a response, follow up with a direct email.

I have also listed a few tools necessary for a successful outreach below. Take note and sign up for these services and/or chrome extensions.

1. Hiretual: <https://hiretual.com/>
2. email Hunter: <https://hunter.io/>
3. eMail Checker: <https://email-checker.net/>
4. Start me: https://start.me/users/sign_in
5. SSaR: (The best sourcing tools and tricks site): <https://start.me/p/GE7Ebm/ssar>

I sincerely hope that these tips and advice will help you achieve better outcomes with your marketing emails. I have invested years of time and effort into these strategies and tips and hope you find them useful.

For more advice on sourcing tips and tricks, please reach out to MadSourcer! We are at www.madsourcer.com

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Recruiting Network NPAworldwide Adds 9 Locations

Global recruiting network NPAworldwide is please to announce the addition of 9 new member locations during the month of January:

Avancos Scandinavia AB (avancos.eu), Stockholm, Sweden

Mainly retained search for a variety of roles in infrastructure, energy, industry, installation, building, and environment

Sharpe Recruitment Ltd (sharperecruitment.co.uk), Newcastle-upon-Tyne, United Kingdom

Specialist recruiters in the digital space for technology & IT, creative & design, project & account management, marketing, and UI/UX design

CYRIS Executive Search (cyrisearch.com), Miami, Florida, USA

Focus is information technology; specifically artificial intelligence, big data/analytics, cloud infrastructure, machine learning, BI, IoT within any industry

Construct Executive Search (www.constructexec.co.za), Gauteng, South Africa

Primary specialty is specialise in engineering & construction but they also serve clients in FMCG (food manufacturing) IT, finance & general recruitment

theStarPowerCorp (www.thestarpowercorp.ca), Winnipeg, Manitoba, Canada

Specialty is placing senior level professionals with backgrounds in all disciplines of engineering as well as I.T., operations, finance, project management for clients across Canada

GSD Coach & Recruiting (gsd-coach.com), Denver, Colorado, USA

Specialists in placing sales professionals

The PRA Group, Inc. (prausa.com), greater Detroit, Michigan, USA

Contract and permanent technical staffing on a national basis focusing on electrical, electronic and embedded talent: engineers, managers, technicians, project managers, directors and sales professionals

Affinity Recruiting (www.affinitytoday.com), Huntsville, Alabama, USA

Areas of focus include accounting/finance, IT and engineering

Tech Recruiting Experts, LLC (www.techrecruitingx.com), Miami, Florida, USA

Award-winning executive search for candidates and clients in software, IT, professional services, sales, and marketing for technology-oriented global companies to high-tech startups throughout the U.S.

"Congratulations to each of our new member firms," said Dave Nerz, president of NPAworldwide. "By joining our recruiting network, these 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.

Staffing Jobs Trending Up in February

Alexandria, VA, Feb. 23, 2021—Staffing employment for the week of Feb. 8–14 was up 0.8% from the prior week, according to the ASA Staffing Index. There were 3.2% more staffing jobs compared with the same week of 2020—the first week-six advance in three years. Temporary-to-hire conversions, inclement weather, and the persistence of Covid-19 were mentioned as factors limiting even further growth. Just over half (52%) of staffing firms reported increased temporary and contract employment.

New starts were up 1.4% on average, with nine in 10 (93%) of staffing companies reporting gains in new assignments week-to-week.

The ASA Staffing Index four-week moving average held at a value of 89. Temporary and contract staffing employment mid-January through mid-February expanded 2% year-to-year.

"An upward trend is emerging for staffing employment, which bodes well for nearer-term staffing job recovery even amid the pandemic," said Cynthia Davidson, ASA senior director of research.

This week, containing the 12th day of the month, will be used in the February monthly employment situation report scheduled to be issued by the U.S. Bureau of Labor Statistics on March 5.

The ASA Staffing Index is reported nine days after each workweek, making it a near real-time measure of staffing employment trends. ASA Staffing Starts are the number of temporary and contract employees placed in new assignments during the reporting week. ASA research shows that staffing employment has historically been a coincident economic indicator.

For more information, visit americanstaffing.net/index. Or follow ASA research on Twitter.

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.



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