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April 2021
Vol. 14 Issue 166

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5 Winning Recruiting Tips to Take Away from March Madness

The Importance of Content in Your Staffing Firm's Marketing Automation Programs

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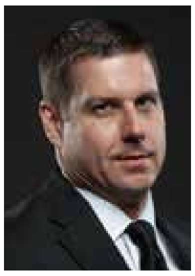






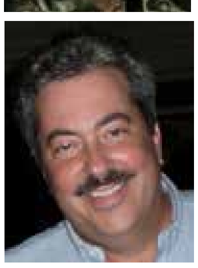

In Every Issue. . .

Letter From The Editor

Yeah! Spring has sprung! And with-it longer daylight. I love it! I'm not only a light person but love the outdoors. Sunshine and gardening go hand in hand on our farm. I feel blessed to have so much.

As we look past the negatives of the past year, we see many positive changes taking place. We now know that working from home or virtual is possible and larger companies are finally recognizing that it can contribute to happier employees.

Recruiting and staffing in post-pandemic mode is ever changing. With the spring weather and vaccinations, we should be able to move forward and live in the present moment. Less judging others and more positive outlooks are definitely on the horizon. Enjoy reading Jennifer Roeslmeier's article on recruiting tips taken from March Madness on how to create winning teams. As business is ramping up, needing to add to the team may be in the cards.

We have a great issue for you. Advice that can be implemented immediately to get results and improve your bottom-line. We know staffing is up and only going to grow as people realize that they can work effectively from anywhere. Even if you are getting tired of zoom meetings, connecting with candidates and clients using technology is only going to grow.

Think spring and inspire your team to grow. Give them the training they need to excel!

Happy Recruiting and Staffing….

Pat Turner

DID YOU KNOW?

* Coming up with your strategy and steps on how you are going to carry out that strategy is the first step in scoring the perfect placement! pg 5

* Job change is best accomplished when the job seeker engages in a series of planned, orderly and controlled strategies to get from where she or he is to the next stage in their personal career and occupational development. pg 8

* Marketing automation is an extremely effective way for staffing firms to show up regularly for their potential audience. pg 10

* Many client companies like to think they can require the staffing firm to pay less than the current pay rate and justify doing so by giving the employee a raise once hired onto their payroll. The problem is temporary, hourly employees will typically jump to another job paying only an additional 25 cents/hour. pg 12

* Screen your applicants to determine if they would be interested in a contract position. Some former full-time workers who are now encouraged or forced to work at home may well develop a preference for the more flexible lifestyle they can enjoy out of the office. pg 15

* If your hiring managers know they can trust what you say, they will ask you more questions. The more questions asked, the better the connection. The better the connection, the better the partnership. pg 17

* Outreach is only as effective as your ability to actually reach your contacts! In today's world, prospects are much more likely to read a text or email over answering a cold call. Meet your prospects where they're at by communicating in their preferred methods. pg 21

Events & Trainings

OSSA July 12-14
The Lodge at Geneva-on-the-Lake, Geneva-on-the-Lake, Ohio
[Register Here]

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Contact us Today:
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5 Winning Recruiting Tips to Take Away from March Madness

By Jennifer Roeslmeier

March is a much-anticipated time for many. It's a time when both sports fans and non-sports fans come together to join office pools. Confident brackets are put together with the anticipation of "I'm taking it all this year!", until the small school you never heard of pulls off an upset against your winning team. March madness is called "March Madness" because anything can happen in the NCAA March Madness tournament!

But what defines a winning team exactly? How do some of the teams you never heard of come out to beat the favorited team? As recruiters there are a few characteristics that can be learned from the winning teams in the March Madness tournament. From strategy, to determination, to finishing in the final moments, we will take a deep dive into each of these winning playbook characteristics and more to learn how you can be a winning recruiter!

1. Strategy

As teams prepare to play their opponent in the tournament, they study video footage, practice plays, and come up with an overall strategy to defeat the other team. Similarly, with each new job order, recruiters need to come up with a winning strategy to timely find the perfect candidate for their client. Just as players study old footage of their opponent, you can start by taking a look at similar positions you have recruited for in the past to see successful ways you have found candidates. Perhaps you already have a few candidates in the pipeline from last time that could be a good fit for this position.

Winning players also try to "visualize their game." In their head they see themselves dribbling past opponents, scoring points, and making game winning shots. All of the best athletes, not just including college basketball players, visualize their game and science has shown this mental strategy can actually work! While recruiters can certainly visualize themselves finding a candidate their client could have never dreamed of, recruiters need to *more so* visualize their action plan and write it out.

Some important points to consider as you come up with a strategy and action plan for filling your job order:

- Where will you promote the job? Will you use Indeed®, CareerBuilder®, LinkedIn®? What's the best platform for this particular job order for finding the best candidates?
- What kind of candidates will you target? What experience will you be looking for? What skillset will they have to have?
- How can you use your ATS to find candidates? Often times, you may immediately resort to finding new candidates, however, your ATS may house hundreds or even thousands of candidates right in front of you! As soon as you determine the types of candidate you are looking for, you can use the search capabilities in your ATS to search specifically for those types of candidates.
- Do you already have a pipeline of candidates from a similar job you were recruiting for in the past? As with the point above, inventing the wheel is not always necessary! Check to see if you already have a handful of qualified candidates that you vetted out for a similar position before. If so, these candidates would be a good place to start.
- Do you plan on putting together an email campaign for this position, followed by a call? As you search your ATS for potential candidates, you can add them to a designated pipeline to make it easy to include them in an email and/or call campaign.

Coming up with your strategy and steps on how you are going to carry out that strategy is the first step in scoring the perfect placement! As Bobby Knight, former Indiana University Hoosiers head coach (1971-2000) stated, "The will to succeed is important, but what's more important is the will to prepare."

2. Leadership and Teamwork

All winning teams have a leader. Whether it is a particular coach on a team, a player, or even both--- all successful teams have leaders that guide the team in carrying out their strategy to a victory. This also includes teamwork. Leaders aren't ball hogs who try to do it all themselves. They work with their team to bring home a victory!

As a recruiter, you are the leader of each job order. You're in charge of not only carrying out your strategy, but "leading" a successful team. With each job order, you may not traditionally work with a team, but there may be others you can work with to help fill the position. Is there anyone in the industry you have a connection with that might know someone for the position or could help advertise it? Or maybe there is someone at your staffing agency that has filled similar positions in the past. Work with them to see if they can offer any advice-- they may even refer you to someone for the position. Using your connections can be extremely beneficial in recruiting. As I always like to say, "Teamwork makes the dreamwork!"

Teamwork can also come from the side of working with the client as well. In the beginning, you want to have a full understanding of the kind of candidate the client is looking for. You also will want to get any questions you have answered. After that, maintaining a good relationship throughout the process is important so they remain confident that you're the right person to find their candidate. If it all goes well, they will want to work with you in the future!

3. Communication

On and off court communication is key for a winning team. Off court, the team needs to clearly communicate the game plan so all players know their role for the coming plays. On court communication is just as important in communicating what you are seeing on the court, what play you are running, and more.

Effective communication is extremely important for recruiters as well. When you are presenting candidates to your clients, you need to find the best way to present the candidate and "sell" them so your client knows why they should consider this person for the position. Similarly, when talking to candidates, you need to present the job in a way that gets them interested in the position so they want to learn more. Both of these initial communications are critical in starting off the conversation right. You need to be prepared with knowing what to say, how to say it, and the best format in presenting it (phone call, video call, screen share, email, etc.)

When communicating regularly with candidates, you also need to find out what the best mode of communication is for them. Is it email, text, phone call? Once you start an initial conversation with a candidate that is interested, find out what the best way is to get a hold of them. That will make both your life and their life easier. A slow response time can often be avoided, as long as you are communicating in the best way for them to give a timely response.

Video interviewing is also a form of communication that has become popular during the pandemic. Some recruiters may still not feel comfortable doing a video interview, however it's just as if you are conducting an in-person interview. The only difference is the interview is being done virtually. Recruiters want to have their regular interview questions prepared, dress professionally, and have the right background/lighting. Before the candidate gets on the interview, ensure your sound and visual is working. You also may want to provide specific instructions to the interviewee on how to join the video interview and connect to audio/visual. Even if it seems straightforward, sending instructions ahead of time can help ensure it runs smoothly with no technical difficulties. The first interview with the candidate, is like your "first impression." While they may be nervous about having a good first impression with you, you also want to have a good first impression with them. If the interview

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.

doesn't go smooth or seems unprofessional, they may not be interested in working with you going forward.

Effective communication throughout the whole recruiting process is essential in getting you closer to winning your perfect recruit!

4. Determination

Never giving up is a trait all winning NCAA teams have. No matter how many points they are down, they are determined to keep fighting because the game is never over until the end. **Anything can happen** and we have certainly experienced this while watching March Madness! Kobe Bryant, one of the greatest NBA players of all time, once said, "The moment you give up, is the moment you let someone else win."

The same can be applied in recruiting. You may not find the perfect candidate initially and go through ups and downs, but you need to stay positive and keep looking. It's easy to get discouraged if we fail, but staying determined to finding the right candidate will help you be successful in the long run.
If you do start to get discouraged, take a step back and see what might not be working and how you can resolve it. Are you having trouble finding the right candidate? Are they missing something from their skill set that the client wants? Do you get close to filling the job order, but the candidate doesn't accept the offer? Analyze what's going on and ways you can come up with a solution to take over the game!

5. Finishing in the Final Moments

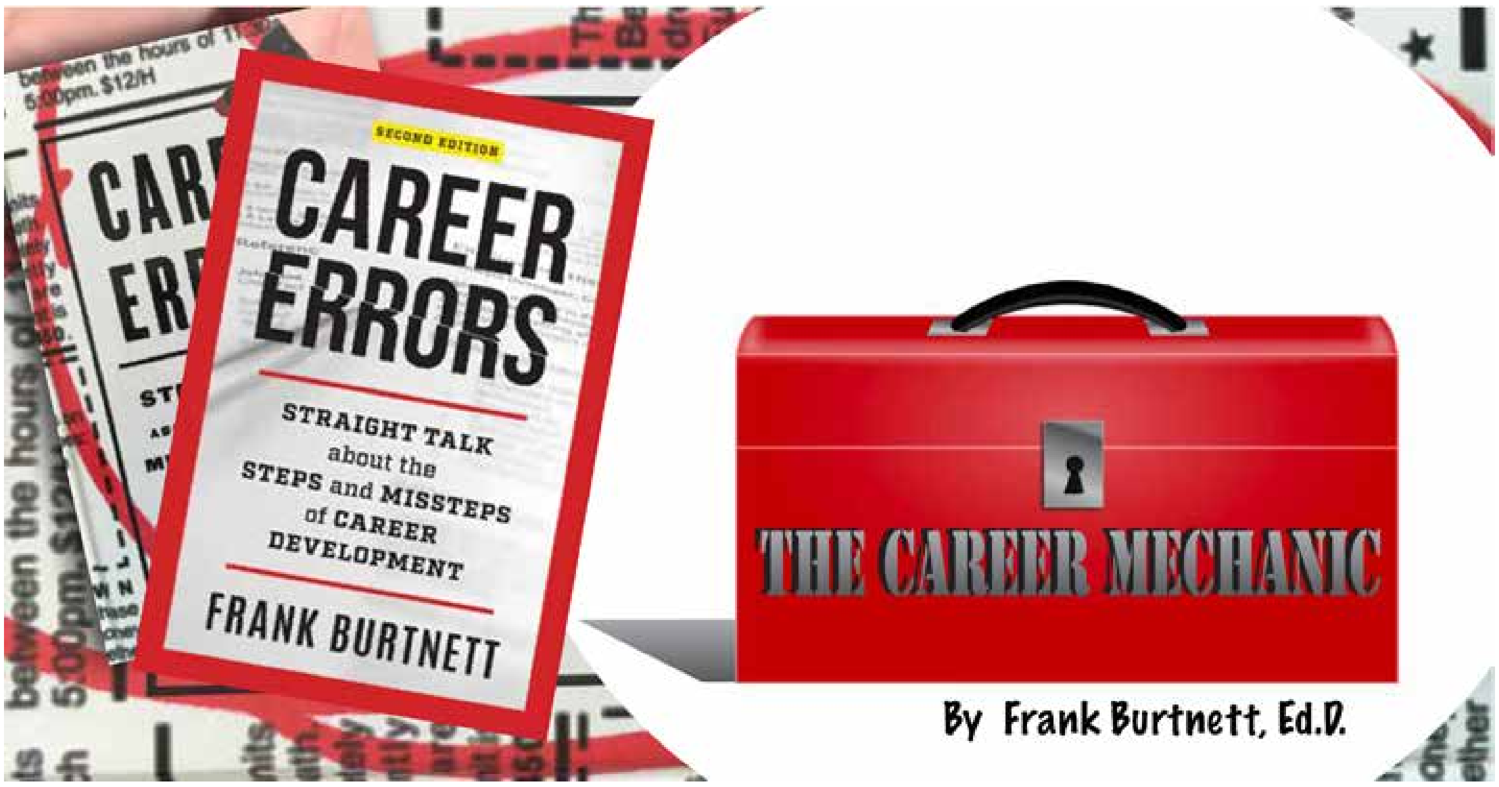
Similar to the above, we've all watched games when teams have been down by 20 points and made a miraculous comeback to be tied in the final moments! Or perhaps it's a nail biter game all the way down to the final seconds! March Madness is known for "buzzer beater wins." Anxiety rushes through us as we sit on the edge of our couches hoping our team is the one that pulls off of the victory! How can teams "finish" though in the final seconds? Sometimes it may be out of a team's control, but there are also ways to prepare for these moments when you are "tied at 88 with 5 seconds left!" One way is by practicing for buzzer beater moments and having a game plan when they happen.

For recruiters, the "buzzer beater win" is when the candidate shows up on the first day! You found the perfect candidate, offer was accepted, and they arrive at work on their first day. Hooray!!!

** CONFETTI FLIES DOWN, YOU PUT ON YOUR CHAMPIONSHIP HAT, AND HOLD UP YOUR VICTORY TROPHY!! **

But as recruiters, you often know that even if a candidate accepts the offer, it doesn't mean they will show up on the first day! Why does this happen? What causes a candidate to "ghost" you? It could be a number of reasons, but one way to help prevent it is by *testing* ways to prevent it. Check out our article, "Ghosted by Your Candidate? Become a Ghostbuster" for tips and best practices to avoid being ghosted. Once you discover best practices and test methods to eliminate ghosting, you will be able to finish more of those buzzer beater shots for the win!

The teams in March Madness are relentless and all have a drive to be the NCAA March Madness Tournament Champion! As you can see, there is a lot we can learn from these teams about strategy, leadership and teamwork, communication, determination, and finishing in the final seconds. So, go out there, bring this recruiting playbook with you, and be a recruiting champion!



Challenges Confronting Candidates at Job Change or Loss

Individuals seeking the assistance of recruiters and staffing professionals at a time of job change or loss experience a range of challenges that can often dictate the manner in which they will approach the adjustments that lie before them. The volatile economy brought on during the past year by the coronavirus has presented new challenges associated with unemployment and underemployment, and intensified all of the old ones. Any challenges not properly faced by those in voluntary or forced job change situations can impede the process of moving on through the change and relocation process.

Job change is best accomplished when the job seeker engages in a series of planned, orderly and controlled strategies to get from where she or he is to the next stage in their personal career and occupational development. It is a time when the guidance and support of search and staffing professionals can facilitate the manner in which any challenges are identified and eventually addressed.

Different Candidates Present Different Challenges

Candidates for job change bring different challenges to the relocation and transition process. Candidate A is at a point in the career development process where she needs to make a career move in order to achieve his full occupational potential---an ambition not being realized in her current work environment. She is at the growth, mobility and maintenance stage of the career development process and able to approach the job change process in an orderly, disciplined manner.

Candidate B may be at a similar place with respect to his personal career development---but furloughing and then job loss due to the coronavirus pandemic has removed the “safety cushion” that would have allowed him to navigate his desired job change in a planned and orderly fashion. In short, he lacks the comfort of security, time and planfulness.

Challenges that Impact Successful and Orderly Job Change

Regardless of the current employment status of the candidate, individuals are required to address a number of challenges as they seek to transition to a new position or back to employment. Those challenges fall into a number of categories that follow:

Personal Challenges

Changing jobs or securing new employment is work--- hard, intensive, time-consuming work. Success in any career or job change will require a commitment to the process, followed by the creation of a search and transition plan that is appropriate and achievable. Throughout the job change process, candidates must attend to matters of diet, exercise and rest in order to present a healthy front throughout the transition process.

Social Challenges

Family members, friends and colleagues should be viewed as allies in the job change process and their support and assistance should be sought and considered throughout this time. Job seekers who withdraw socially from these support systems and networks are rejecting a valuable source of encouragement and validation. Similarly, our career networks can be a source of comfort of assurance during the challenging times.

Psychological or Emotional Challenges

Career stagnation and the inability to fulfill one's personal ambition can produce a distinct level of stress and anxiety. Underemployment and unemployment, as recent studies have shown, can produce a negative influence on one's self esteem and care should be taken to ensure that job changers place as much importance on their mental wellness as they do to their physical wellness.

Learning and Cognitive Challenges

Candidates seeking career growth, mobility and maintenance may have to face the reality that additional education or training lies between them and where they would like to be in the world of work. In this fast-paced, changing world in which we live and work, yesterday's job skills are often obsolete today. The global workforce must invest in the concept of lifelong learning as a challenge that is here to stay.

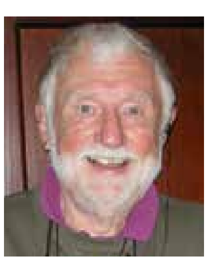
Economic Challenges

The loss of a paycheck, insurance and other employment benefits will require lifestyle adjustments by the job changer and seeker. Similar challenges exist for the working individual who feels that she or he is not being compensated at a competitive level for the work they perform. Bottom line: Belts might have to be tightened until job change occurs and compensation results again in economic security.

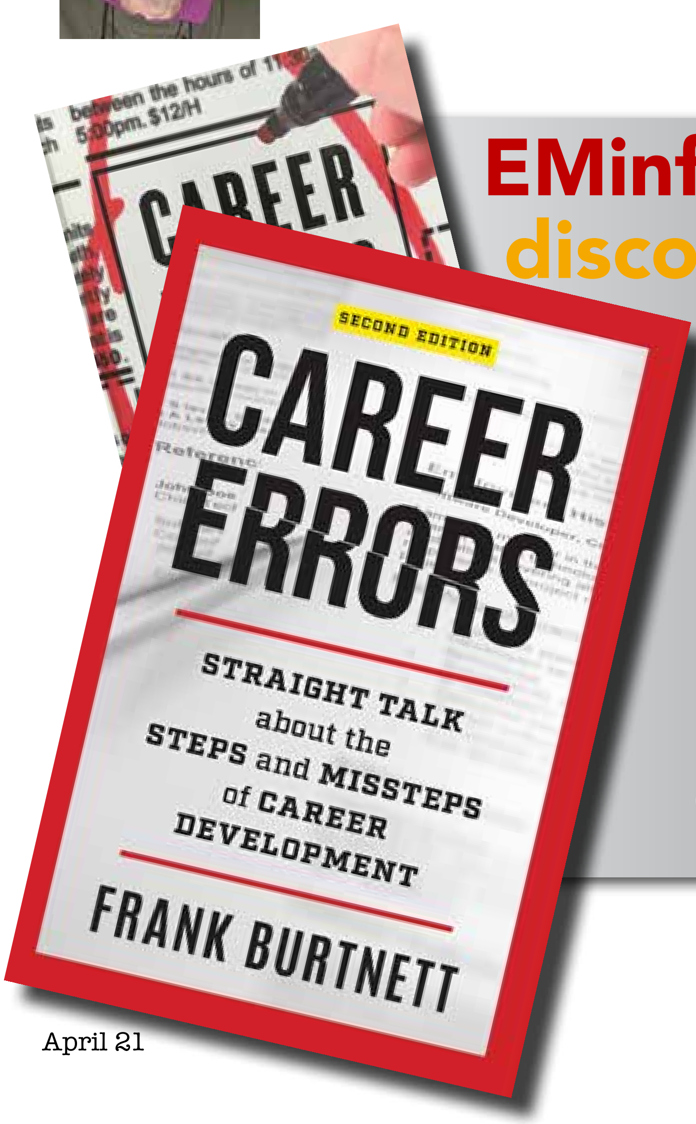
Career Goal Challenges

If circumstances permit, candidates should use job change situations to determine if they are on the career path they truly want to follow. If yes, some "fine tuning" may be required to produce job change success and subsequent satisfaction. If no, it may signal a time to stand back and consider major adjustments before proceeding too far down the current career path.

This is by no means an exhaustive list of challenges that face the job changers. It does, however, represent the types of challenges that need attention during the job change process. Challenges impact people in different ways---from being non-existent to presenting major impediments to the job change process. A plan for addressing them must first include a means of identifying their presence and then designing coping or confronting strategies for minimizing or eliminating their impact. Successful job change will stand a better chance when this happens.



The Career Mechanic is a treatment of a career development issue or problem by Frank Burtnett, Ed.D, an educator, counselor, author, and consultant. Dr. Burtnett has served as the Certification and Education Consultant to the National Association of Personnel Services (NAPS) since 1995. Topics are drawn from his popular book, *Career Errors: Straight Talk About the Steps and Missteps of Career Development*, Second Edition (2019). Publisher: Rowman & Littlefield



The Importance of Content in Your Staffing Firm's Marketing Automation Programs

By Jared Hummel

Content is oxygen. Content is the force that breathes life and authenticity into a staffing firm's marketing strategy. But like any business, streamlining our marketing drumbeat with automated programs can lead to a dependency on a call-to-action. It can be easy to overlook our most powerful tool – content.

Editor's Note: COO, PARQA Jared is an experienced professional with history of building start-up organizations into winners. As the COO of Parqa, he brings his financial expertise and passion to enhance growth and find solutions to complex operating and execution challenges, both internally and externally. He enjoys decision making and leadership in his daily responsibilities. Jared has had the opportunity to work in complex manufacturing and service-driven environments and through complex financial transactions that have allowed him to build a very broad skill set in the operations and financial management of closely-held high growth companies. Jared graduated from Hamline University with a degree in Business Finance and Political Science. In addition, he served on the Advisory Board of Emerge Community Development a non-profit that helps ex-offenders enter or re-enter the workforce.

We Help Staffing Firms Develop Genuine Content. What's Yours?

It all begins with content. Come to think of it, it ends with content as well. Here at Parqa, our team of demand-generating experts focus on four rules of developing authentic content:

1. Avoid being overly promotional
2. Get vulnerable
3. Remember your audience
4. Don't be afraid to be a maverick

Keeping these four simple steps in mind we focus on developing stories from our industry, and of our candidates that are compelling. We've discovered what makes us passionate about our work, whether it's the people we serve, how our partnerships can empower other staffing firms to achieve great things. This is what motivates us.

We're not alone. Many staffing firms are also seeing the value in maximizing storytelling to gain leads. But content alone, isn't going to move the needle. That is why we believe to make content truly effective it should be paired with a savvy automation strategy.

An Effective Equation: Content + Marketing Automation = Deals

Marketing automation is an extremely effective way for staffing firms to show up regularly for their potential audience. Automation can be a great way to plan, build, and maintain vital campaigns. It can reduce unnecessary time wasted on busywork, and maximize the time a sales team could otherwise spend winning clients and closing deals.

The basics of marketing automation can be simplified to 5 quick steps:

Creating great content (see above).

Build your marketing funnel.

Create a clear call-to-action (preferably one that helps your prospects to solve a problem).

Broadcast relevant messages on a timely schedule targeted to your prospects at their various stages of the sales funnel.

Empower your sales team to create a delightful sales experience for your prospects and customers and help them every step of the way.

Once your firm has settled on a content strategy and automation, check your work. Is it working? Are the leads coming in? Just like making pancakes, the first efforts may be a flop. You may need to tweak your technique. (It helps to think of automation as an ongoing, constantly evolving process.)

How Can Parqa Help Your Staffing Firm Build an Effective Content + Automation Program?

At Parqa, we were born in staffing and recruiting, and we're proud to give back to an industry that has given us so much. It is our goal to create the very best connections that last.

If you like what you hear, we'd love to tell you more. Get in touch with us today and find out how we can help you create an automated marketing program with heart.

Measure, Then Improve Turnover Of Temporary Employees In 8 Steps

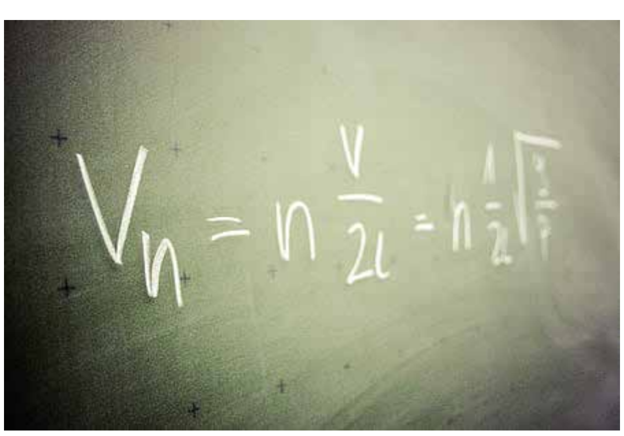
By Lynn Connors

People are an organization's most important asset. It's said all the time, but do companies actually do anything about it? Is it ever really looked at, paid attention to, reviewed or measured? Can people be any more essential than the temporary employees of a staffing firm? They are "the" service being provided to the staffing agency's clients. Nothing is more important for a staffing company. Even though businesses in any industry know that their long term advantage resides in their people, the majority don't measure employee retention or turnover.

But, to play devil's advocate, here's why: it's not easy to figure out how to measure the impact employee retention has on your company. People tend to optimize what they can measure, so it's definitely necessary, but it seems there are many different ways to calculate turnover. And if it's complicated for a typical company with full-time employees, imagine the task for staffing firms with employees working temporary assignments that vary from one day to years. According to Statista, the average employment tenure of contract and temporary employees in the United States during 2019 was 10.1 weeks.

"Fundamentally, temporary assignments are not permanent, and don't lend themselves to a meaningful annual-based calculation metric that will help a company manage and continually improve its operations." Barton Staffing Solutions notes a better measure for staffing firms where employees work short term assignments, is to measure the "average number of employees who leave before their assignment ends."

I completely agree. If an employee starts and successfully ends an assignment, why should that be counted as turnover? That is what the staffing industry offers, employment of individuals to work assignments that are temporary. The goal is to have employees work more than one assignment or work long term assignments to benefit all parties as well as possible permanent hire for those who are seeking regular work. But in the meantime, turnover in the staffing industry and how it's typically measured is abhorrent.



Barton Staffing created a turnover formula that is much more exacting to determine "regrettable" turnover rather than including assignments that were completed as ordered. With a good front and back office software, any temporary staffing firm should be able to calculate this:

(Total Annual Assignments Vacated Before End) / (Total Annual of Job Assignments) * 100 = Turnover

Here's an example:

(750 employees separated pre-assignment end) / (3550 total job assignments) * 100 = **21% Turnover**

This calculation shows that **of the total 3550 temporary assignments, only 21% incurred the replacement costs – or the negative aspect of turnover that companies**

want to avoid. This is much more realistic for the aggregate industry average for turnover calculated for all industries. This method considers assignment duration, and the successful completion of that assignment.

Employees are not only company assets on day one, but are appreciating assets that become more valuable over time, another reason why not losing talent is critical and why measuring your turnover should become as consistent as evaluating your rent and office expenses. The appreciating asset is exponential in a temporary employee as the learning curve flattens as your employee learns to understand how you operate and how they bring and receive value working the job assignments offered.

How then, do you improve turnover specifically for a staffing company and temporary employees? It really is quite different from permanent staff turnover. After 30 years in staffing, these are the tips I found to be most applicable and realistic to our unique industry:

Improve your job post with accurate job descriptions - include experience and education required, pay ranges, work requirements that reflect what the actual job entails to create better matches while ensuring the candidates understand the expectations of the work assignment. If candidates need to be able to use a certain tool or software, for instance, make this absolutely clear. "The more in-depth your job post is, the more likely the best talent—those that know they only need to apply for a certain number of roles—will choose your job ad to apply to."

Ask the right questions - screen candidates in person to ensure the best match for each of your client's open positions. Making sure the candidate is competent for a role isn't good enough, you want to make sure they are also the right fit for your client. Not asking the right job interview questions can add to turnover. Assess skills, look to see if their goals are in line with the clients assignment and if they match your client's company culture and work environment.

Compensation - research the local job market, what your competitors are paying and offering the talent you seek and adjust your wage and benefit package as the market indicates. Many client companies like to think they can require the staffing firm to pay less than the current pay rate and justify doing so by giving the employee a raise once hired onto their payroll. The problem is temporary, hourly employees will typically jump to another job paying only an additional 25 cents/hour. Show your temporary employees they are valued members of the company. A competitive salary increases production, and the company can demand a higher quality of work in exchange for higher wages.

Benefits - benefits attract employees, retain talent and improve productivity and morale. Offering benefits to a temporary employee is not an easy feat due to expense and paperwork, but many quality staffing firms make it happen, regardless. Electronic employee onboarding alleviates paperwork, in fact, replaces paper, makes the process not only much easier but 100X faster.

Introduce candidates to the work environment - give prospective candidates a tour of the workplace and if you can go a step further, have them spend time with the team they will be joining. Our staffing firm would not only tour two of our largest clients manufacturing facilities but we would also conduct a brief assembly of some actual parts used in the production process. This type of client specific detailed screening is paramount to not only eliminating those candidates who show no interest or lack dexterity, but also affords employees the opportunity to decline when the position is just not the right fit for them.

Work culture - can improve employee retention. Ensure you work with clients that have a good work environment where your employees will be recognized as a valuable member of the company. Partnering with quality companies makes recruiting so much easier as you will find applicants will come to you to apply with the sought after client they know you represent.

Training - promotes individual growth and development where employees are able to improve upon their skills and in turn are more effective and productive in your client's workplace.

Measure - how effective each of your Recruiters are in attracting, hiring and retaining new talent and use this data to improve your efforts moving forward. Then, measure turnover, year over year and chart your progress keeping notes on the positive and negative occurrences that contributed to your numbers.

The benefits to reducing turnover in any company are fairly obvious, so we won't go over those here. I'll just leave you with the average expense to replace an employee paid $8.00/hour is $3500. It's expensive to replace hourly, temporary employees as well as permanent full-time staff. Any work you put in to reducing turnover increases your bottom line.

COATS Staffing Software can help you track and measure employee turnover. And our all-in-one staffing software solution, provides a multitude of remote hiring tools to reach the 93% of job seekers who conduct their employment search online. Improve your job postings with our online job posting software with 70% of employees using job boards as their number one employment resource.

Lynn Connor, COATS Staffing Software

Business Development (800)888-5894

How To Start…With Temp And Contract Placements!

By Judy Collins

So far, so good. You are ready to do temp and contract placements! How do you do it? This article will outline some simple steps needed for you to get this done so you can enjoy the benefits of temp and contract placements we explained in previous articles in this series, available on [EMinfo Web Page.] These steps include the following: developing your marketing strategy, getting set up in advance with a back-office provider, screening your applicants, and making those first few placements! The rest is easy. After you have made a few placements and your clients realize the benefits, you can enjoy an increasing stream of business.

You need a marketing strategy to educate your clients about temp and contract placements. This strategy should spell out what benefits the client can expect to accrue, what responsibilities you as the recruiter will have, and what is the role of the back-office provider. Temp and contract placements provide your clients with options to solve their labor needs. There may be opportunities for idle workers to be put back on the job. With so many people out of work, this creates a huge source of potential placements, both direct-hire and contract. Your marketing effort should point out that there are a lot of people who now prefer working remotely and don't want to go back to an office environment, regardless of their employers' requests to return. You as a recruiter have a unique opportunity to match up these workers with new remote-friendly employers. Stay alert to these opportunities and help your clients understand how they may benefit.

Temp and contract hires can fill an employer's immediate need until direct hires are found and may ultimately result in a direct hire if the candidate works out for the long term. You can earn a conversion fee if the temporary employee becomes a direct hire. In the meantime, you earn an income stream while they are on the contract assignment.

Be sure to make your clients aware of the temp and contract option as a means of getting people working quickly with minimum long-term risk. Contract placements can reduce overall labor costs and benefits burden, minimize the risk of maintaining direct hire staff, and provide the labor to move the client's projects forward. All parties can profit from this: the employee is working, the client's labor needs are served, and you are receiving income.

Key to your marketing effort is staying in close touch with your clients and ensuring that they understand that you are here to help them with their labor needs. Ask your back-office provider for a summary of the advantages to contract placements so you will have your talking points handy! Keeping communications open is vitally important. Pick up the phone and touch base with each of your clients. Keep your name in front of your clients so that they think of you as being on their team and vitally interested in their well-being. If you don't call them, you may lose out to your competitors who <u>do</u> call. Remember that turmoil in the labor market can easily translate into the upset of many long-standing recruiter/client relationships. Get in front of this and take action to maintain your standing with your clients.

Get set up in advance with a back-office provider so that you are ready to fill a contract position as soon as the need arises. Once you have made a placement, your back-office provider will take up the burden in many ways. They will collect the employee's time, get it approved, and make sure the employee is paid on time. The back-office provider's payroll responsibilities include withholding taxes, child support payments, state and federal unemployment, matching employer taxes, wage garnishments, making payroll tax deposits, and issuing W-2's after the year's end. Funding of payroll, of course, can be included, along with invoicing of your client company. The back-office provider will monitor accounts receivable and aging of invoices, follow up on missed or skipped invoices, and make calls to expedite collections. They will provide the needed state and federal unemployment coverage for the employee, thus protecting your inhouse unemployment rating. Finally, the back-office provider will provide workers' comp (WC) for the employee, making sure the WC policy covers the workers' comp class code and job description. 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. Partnering with a back-office provider can relieve you of the administrative details of a contract placement so that you can focus on what you do best: find the right candidate for the job!

Screen your applicants to determine if they would be interested in a contract position. Some former full-time workers who are now encouraged or forced to work at home may well develop a preference for the more flexible lifestyle they can enjoy out of the office. They may find themselves back in the candidate pool and looking for assignments that ensure them the desired flexible work arrangements. It is becoming commonplace to see clients whose employees are remarkably diverse geographically. Contract workers likely will be hired back sooner than direct hires. This is due to companies being unsure about the future: concern about another wave of COVID-19 cases may lead to further mandated shutdowns. Other workers, tired of the burdens and inconveniences of social distancing imposed in high population-density cities may opt to pack up and join the exodus to the suburbs, smaller towns, or even rural locations. These folks present another recruiting opportunity when they rejoin the labor market and are very easily handled via contract placements. Finding a short-term labor solution for your client will enable them to continue their operations unimpeded at minimum risk.

Finding the optimal direct hire often takes significant time. Temp and contract placements can fill the void and may even result in a good fit for a direct hire. A beneficial side-effect of the vetting process for direct hires is that you will develop an inventory of potential temp or contract candidates. Keep these candidates in mind and propose them when appropriate as surrogates or provisional workers.

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 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 put your marketing strategy to work if you know **HOW TO START…**

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NAPS Harold B. Nelson Lifetime Achievement Award Winner

ASK COACH

Mike

Michael Gionta

Would you negotiate fees after a contract was signed, and now the client wants to hire three high-priced individuals? It is a $17 million company, and it would be an investment. - *Karen*

ANSWER: I rarely negotiated a contract after the fact because when you negotiate after the fact, the client will expect you to always negotiate after the fact. What I have done in these instances, if the client hires three individuals, I will give them credit on the next search. When they give me another assignment, I want it on exclusive, and because we made three hires at $25,000 a piece, I will provide them with a $5,000 credit on the next two exclusive hires or a $3,000 credit on the next two contingency hires. If the cancels the position or fill it internally, the credit is waived just like a retainer would be absorbed to execute the search.

You may be faced with some push back when you approach the request. From the client›s perspective, hiring three individuals is no more work than hiring one. The amount of work I had to do to find one, two, three, or more qualified candidates is not relevant.

Your client may say that they are a small company, and we want to partner with somebody, which is where I reinforce the fact that credit on the next search is actually about having a partnership. That credit is your investment in creating and fostering that partnership. They may counter that they need help now, not in the future; it is effortless to begin defending your decisions, abilities, or processes. **To remain in trusted advisor status, you need to avoid defending.**

It goes down to avoid defending. It is all about having a conversation with your client about their perspective. It is about asking and confirming with your client that they are a company that honors their agreements and asking what has changed. Directing the conversation in this manner keeps you from defending, but forces the client to defend their situation.

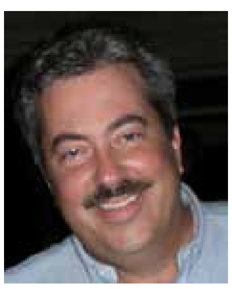
When it came to people wanting to change fees, I stayed in attorney mode by asking them how I have not delivered on my promise. If I have honored my commitment, counter by asking if their clients would prefer that they do work for free. By staying away from defending your position and merely continuing to ask questions, your client will begin to understand your perspective.

Ask again and again for the client to help you understand where you did not deliver on the fee. In my experience, most clients will say that I cannot be flexible here and work with us; we are not going to work with you anymore.

When this happens, my exact response is: "What I am hearing, Mr./Ms. Client is telling me that you are not going to work with me and that my choice is to work with a company where the contract only works when it serves them, and it is meaningless; it can be changed on a whim by you. That is not the type of business I work in. If that is what the business conditions are going forward, I am not sure that we are a good match.

Often, the client will say no; this is a one-time situation where renegotiation will ensure a future relationship. **They implore you to trust them on their word, which is where I acknowledge that I trusted them during the initial negotiation and signing of the contract.** I also recognize that a continued relationship is contingent upon you being of a service-oriented mind to pay me whatever they feel is appropriate and mine is, I have to honor the contract. If that is my choice, pay me what you owe me now, and we will part friends.

While taking a stand in these situations may cause you to lose that client in the future, have you lost if you renegotiate the contract and set a precedent of being a recruiter who does not stand up for themselves?



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.

Become a Valued Partner

By Chris Heinz

Recruiting is HARD!

Cold calling...emailing...recruiting...rejection...indecisiveness...ghosting...collection calls...the list goes on and on.

A list like this makes you want to search for your liquor of choice, doesn't it?

While there is no way to eliminate many of these elements of the recruitment profession, there are certain things you can do to make it more enjoyable and even more profitable. One of these ways is to become a valued partner with your client-companies.

What defines a Valued Partner? I am NOT just talking about companies where you make lots of placements. To many, that would be the very definition of a valued partner or the old name of "key account."

As a valued partner, you are in "the room where it happens." (yes, I went to the Hamilton musical to make a point!) You have conversations about the company's strategic plans, with only some of them involving staffing. They ask your opinion of best practices and you serve as the resident expert. You might present to their team or on behalf of them at a conference. You are a TRUE partner.

This doesn't happen overnight. This definitely doesn't happen from one conversation. This doesn't happen from one placement. It happens over the course of time. But, when it does happen...magic!

Some of the elements of becoming a valued partner include:

- Honest communication
- Truly understand the leadership challenges
- Bring industry and market-specific insight
- Be part of their PR team
- Deliver

Honest Communication

There's a quote from Mark Twain, "If you tell the truth, you don't have to remember anything." From a recruitment standpoint, I wish that thought was used all the time. But, when you are in a transactional recruiting search, I know recruiters that would tell the hiring manager just about anything they 'thought' they needed to hear to want their candidate. Rarely were those recruiters long for this industry.

If you develop stronger relationships with your clients and become more than 'just' a recruiter, you will be able to share everything. The good...the bad...the sometimes ugly. Shouldn't you be doing this already? Of course!

Honest communication not only builds trust but also brings you deeper into 'the' conversation. If your hiring managers know they can trust what you say, they will ask you more questions. The more questions asked, the better the connection. The better the connection, the better the partnership.

Understand Leadership Challenges

In a transactional search, the only thing a recruiter cares about is a candidate getting hired. Well, let me re-state that...they only care about THEIR candidate getting hired.

If you want to become a valued partner, start caring about the real challenges the hiring manager/decision-makers are dealing with. Filling a position is usually a minor issue within the grand scheme of things. Ask questions of your client-partner that help you understand the challenges that are keeping them up at night. Ask questions regarding how their team is being impacted...about how their bonus is being affected. Once you truly learn their actual challenges, you can grow beyond the transactional recruiter

Bring Market Insight
I covered this in my article, "Be a Champion for your industry" (Please link the article here) in January 2021. You should provide real value to your client with real insight. I'm not talking about the headline from your favorite Industry website, but the insight that sets you apart. I've always believed that the moment you share something with your hiring manager that they don't expect you to know, you IMMEDIATELY go to a higher level of respect and have a better conversation.

Be part of the PR Team
Every conversation you have with a candidate about your client's opportunity is a form of public relations. You have the ability to craft the message. You have the ability to respond to their thoughts...good or bad. Even if a candidate isn't interested, your interaction with them will help shape their thoughts of that company. Well, that is only true if you share the company's name. If you are still keeping it close to the vest and being cryptic about the company, it is usually because you are afraid of 'losing a fee.' As a valued partner, you should feel more comfortable sharing everything you know with prospective talent including the company name. If you are retained, of course, you are able to share.

Make sure to share the insights you hear from candidates with your hiring managers. This two-way conversation will help you better craft your message for future candidates and will better prepare you to handle negative information that is out there. Don't be afraid to share the negative...did you already forget about 'honest communication?' They will respect you for sharing and can usually give you insight that will help dampen the negative rumors.

Deliver
It doesn't matter if you are a transactional recruiter or a valued partner -- If you don't deliver the talent they need, it does not matter.

If you can deliver the talent **AND** communicate honestly **AND** understand their real challenges **AND** bring insight **AND** effectively promote their company…

Now you have the opportunity to turn the relationship into something great!

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 a 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.

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!

Recruiting Is Not For Everyone!

Recruiting is an amazing profession, but it is not for everyone. Often recruiters confide in me that they dread making phone calls and are unable to handle the daily rejection. My question is, *"Why didn't they realize recruiting was a sales career before they accepted the job?"*

I do not believe that you make someone a top producer. I believe you hire them. You should not hire a duck and expect them to be an eagle. It is not possible to motivate an employee to become a high achiever. This is something in their DNA. Whether you are hiring a full-desk direct hire recruiter or hiring someone to either focus specifically on recruiting or client development, they are all sales positions.

The following are seventeen common denominators I have observed in high achieving individuals in our profession. No one has all seventeen, but these are some of the traits you want to identify when hiring.

1. **HUNTER**
   Capability to consistently prospect.

2. **REACH DECISION MAKERS**
   Anticipate and handle obstacles so that they sell to decision makers.

3. **RELATIONSHIP BUILDER**
   Build lasting relationships based on trust and rapport.

4. **CONSULTATIVE SELLING STYLE**
   Uncovers challenges and reasons to buy.

5. **SELLS VALUE vs. PRICE**
   Quantify the opportunity to prove the ROI.

6. **QUALIFY PROSPECTIVE CLIENTS AND CANDIDATES**
   Qualify the business written and candidates recruited.
   Limits time spent on 95% of candidates who are least placeable.

7. **CLOSING ABILITY**
   Ability to close business in a timely manner.

8. **TECHNOLOGY SAVVY**
   Utilize technology provided (ATS), strong social media presence including LinkedIn Profile.

9. **FOLLOW REPEATABLE SALES PROCESS**
   Follows systems and reviews results to adjust and improve.

10. **CONTROLS EMOTIONS**
    Consciously chooses how they will or will not react.

11. **COMFORTABLE DISCUSSING MONEY**
    Discuss investment with confidence and effectively overcome objections.

12. PLAN AND PRIORITIZE
Works closest to the money and plans 100% of outgoing calls.

13. HANDLES REJECTION
Recovers almost immediately from rejection.

14. SUCCESS DRIVEN
Strives to achieve greater success.

15. COMMITTED TO ACHIEVE A HIGH LEVEL OF SUCCESS
Willingness to do whatever it takes to become a top producer.

16. RESPONSIBLE AND ACCOUNTABLE
Takes responsibility for actions and holds themselves accountable.

17. FOCUSED
Lists six actions closest to the money to complete the following day.

Identify, interview, and hire individuals who have a track record of success, sales experience, the desire to continue selling, strong communication skills and lofty goals.

Create a structured interview process asking each prospective hire the same questions.
This will prevent you from making an emotional choice where you might hire the person that you like most, instead of hiring your next top producer!

Must-Have Tech Features for Seamless Sales Outreach

The Importance of Outreach

On average, a salesperson spends only 36% of their time actually selling. However, it has been consistently proven that persistent communication and outreach is necessary to cultivate relationships and make connections with prospective customers. In order to maximize your sales team's time, use technology to enable them to be more efficient with their outreach.
Simplify your Sales Outreach Workflow

Technology solutions on the market today can significantly increase efficiency in your outreach workflow. Here are a few steps in your sales outreach that can enhance your outreach efficiency:

1. **Building call lists.** The first step in your outreach workflow is determining who to contact. Your software should contain features that enable your sales team to quickly determine who has not been contacted recently. This may come in the form of color coded labels, time-stamped activity logs, or targeted search capabilities. Your salespeople should be able to run a search or report based on "last contacted" parameters to generate a call list.
2. **Click-to-dial.** Life is too short for copy/pasting or manually dialing phone numbers! Any CRM worth your time in today's world should have a click-to-dial option to click on a contact's phone number to make a phone call immediately. Ideally, this will be available without leaving the search screen or call list report.
3. **Embedded email and text messaging.** Outreach is only as effective as your ability to actually reach your contacts! In today's world, prospects are much more likely to read a text or email over answering a cold call. Meet your prospects where they're at by communicating in their preferred methods. Leverage an email and text messaging system that integrates directly into your CRM to make outreach completely seamless.
4. **Mass email with dynamic merge fields.** Dynamic or merge fields are pieces of information that can be automatically filled from an email recipient's profile. These merge fields make personalizing your email outreach a breeze! You can craft a mass email for multiple contacts at once while maintaining personal touches to capture your recipients' attention. Dynamic email fields are a must for efficient and effective email outreach.

Need a solution that captures all of these features and more? Avionté's staffing CRM is built with the busy staffing salesperson in mind. The video below demonstrates how a single end-to-end software can promote collaboration and increase efficiency. Review our posts about sales prospecting and sales team collaboration for more staffing sales advice.

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

When Should You Make an Exception for a Staffing Client?

By Victoria Kenward

Could I get an extra side of ranch?
Can I swap those fries for broccoli?
Could we split that entree?

When serving customers in a restaurant, accommodating exceptions like these is pretty simple. But when you're serving staffing clients, making concessions is seldom as cut and dry.

How should you handle a staffing client who asks for something extra, outside what you normally provide?

You can either delight them by giving them what they want…or irritate them if you don't deliver. While each client and situation is unique, here are a few best-practices for handling exceptions:

Accommodate what you can.

Great systems, policies and processes form the backbone of successful staffing. But sometimes you need to bend the rules to deliver truly shareworthy service. If a client's request is simple, and the exception doesn't conflict with your ethics or values, grant it. Great customer service is all about going the extra mile to make clients happy.

Empower your team to make great decisions.

Within reason, give front-line employees the training, freedom, resources and authority to make the occasional exception:

- **Educate and train your employees.** Clearly define each employee's role in front-line problem resolution, as well as the authority they have to make exceptions. Give them the tools, training and processes they need to make good decisions (as well as guidelines for when service exceptions should be escalated) - and then get out of their way.
- **Remove red tape.** Do whatever you can to make it easy for staff to solve clients' simple problems and compromise to make a situation right. If a customer has to jump through too many hoops to get an exception they need, it defeats the purpose!

Sometimes, it's best ***not*** to make an exception.

Certainly, you should do whatever you reasonably can to deliver a great experience for every client. Under certain circumstances, however, telling a staffing customer "no" is the best course of action. If they ask for an exception that:

- you don't have the resources for...
- you don't have the expertise for...
- you can't attain the capacity for...

...don't hesitate to turn them down. Why? If you say "yes" under circumstances like the ones I've listed above, you can fail miserably – and wind up falling below expectations, undermining trust and ultimately alienating your best customers.

Sometimes, bending the rules to delight your customers is smart business. While making exceptions may require a bit more effort on your team's part, it'll help you develop customer loyalty and word-of-mouth advertising that generates tremendous ROI for your business.

Edito's Note: Victoria Kenward, Co-CEO Vicki is our queen of shareworthy service. She is 100% committed to making everything we do a "WOW" for our clients. She's also a tech wiz and process guru who is responsible for some of our most innovative web applications, including HaleyMail, our Job Board software and our Talent Showcase product. With her degree in Information Systems and leadership training from Xerox, Vicki's systematic approach to work and amazing attention to detail are a perfect compliment to the rest of our team's more "creative" approach.

Is Accounting Serving You Well?

By Michael Neidle

Accounting can be broadly broken down in to 3 functions:

Keeping the Books and Accounting/Finance Daily Chores .Things need to be run smoothly in accordance with the law and Generally Accepted Accounting Principles (GAAP) and related functions, such as: balancing the books, providing credit limits, billing clients, attending to collections, paying bills, processing payroll, handling insurance and risk assessment, signing leases, running financial statements, doing depreciation calculations, performing audits, doing commission statements, applying for loans, budgeting, liaison with outside accounting firms, etc. The scope of the work varies from one company to the next. For small to midsized private companies this is can be headed up by a full charge bookkeeper, degreed accountant, CPA, controller or a CFO depending on the expertise required. For many of these people, bookkeeping is making sure the debits and credits are equal and there are checks and balances in place to catch errors or fraud. That the end of their job is the monthly closing of the books and issuing financial statements They tend not to reflect on the meaning of the numbers, are their write-offs too high, are their margin declining, if their fixed cost are high, where is that coming from, is their profit and ROS% declining and why? If the nuts and bolts of accounting/financial activities are attended to, their job is done when the books are closed and they don't reflect on the meaning of their numbers as a management tool and the question of what are their financials telling one, are often not really their focus..

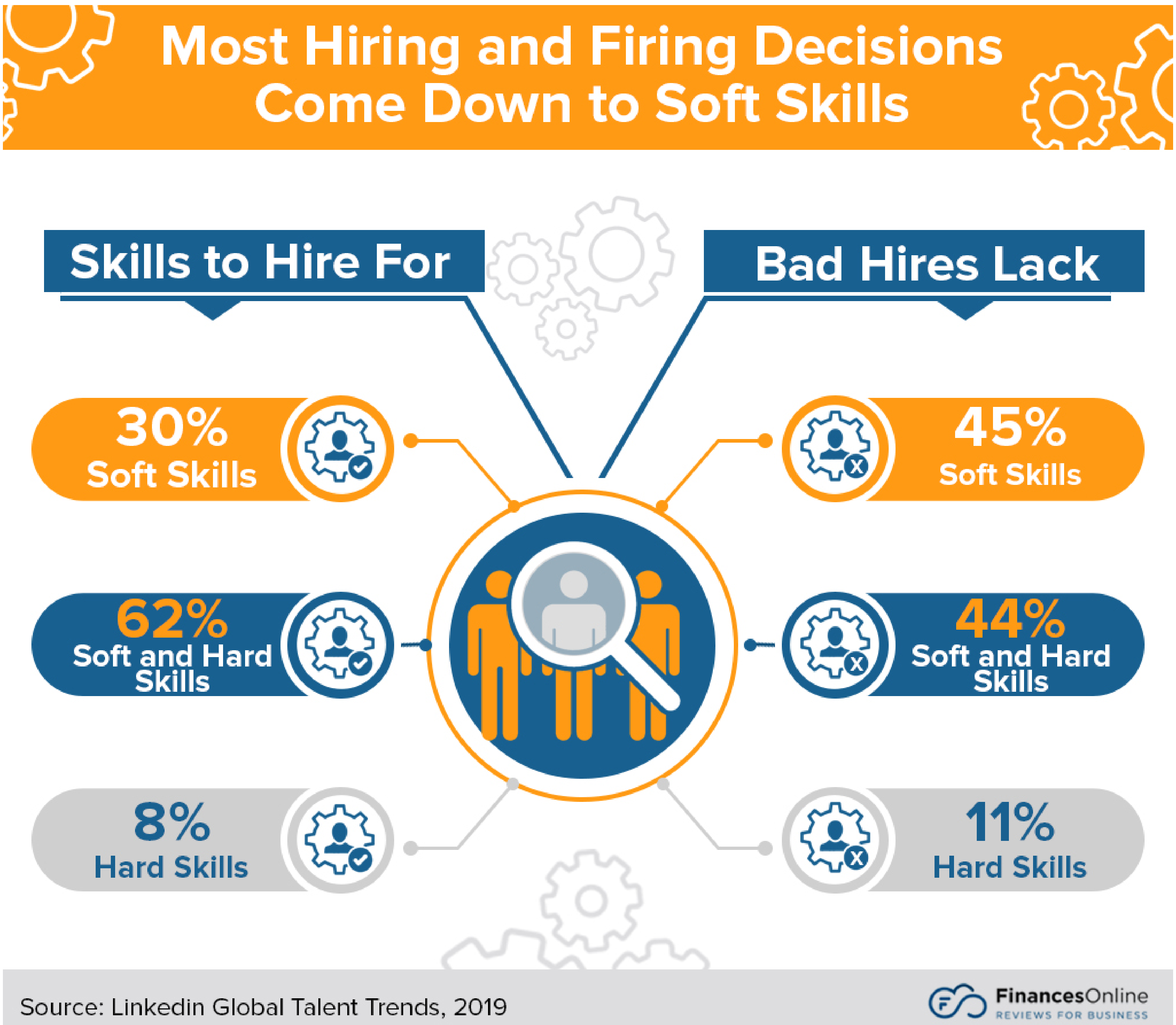
Mike Neidle is President of Optimal Management Inc. started in 1994 see (www.optimal-mgt.com, LinkedIn Michael Neidle or call 650-655-2190, mentoring staffing owners and managers to maximize sales, profits and company value. He was Senior, Executive VP for 2 national staffing firms; CEO, CFO, Director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

Using Your Reports to Make Good Business Decisions. Another and related function is that of a financial/business analyst or manager to make sense of the information provided by accounting/finance. This job may be part of the accounting organization or separate. However, an analysis should be done to make sense of the financial statements. This is typically done in a monthly report, summarizing the "state of the company" and what is recommended to maximize their performance and deal with variances to the budget and the prior year. This is written to the president, CEO or Owner for action addressing such things such as: is the company growing as intended; are sales, margins, fixed cost and profit goals being met; where should management be focusing on, are their bank covenants out of line, etc. This to make business decision to improve: growth, profits, margins, cost/benefit, client concentration, staff turnover, ROS %, ROI on investments, etc. Also, do competitive analyses, identification of emerging trends, economic outlook, etc. This job is often headed up by an MBA able to extract and drill down into company reports. This is often converted to a time series to visualize trends, KPI's, the market and the competition. Many companies do not perform this work and the senior executives try to extract this from the accounting/finance statements on their own. The financial/business analyst or manager should provide proactive advice to senior management to maximize the company's performance for the short and long run and identify problems along with recommend solutions.

Creative Accounting. Typically, the basic idea of creative accounting is based on finding the so-called loopholes in accounting standards to enhance financial statements and present the business in a positive light, while still adhering to a broader definition of GAAP. It uses imaginative ways to present the financial condition of the company and put them in a more favorable light and can be easily abused in the wrong hands. Some examples are: enhancing earnings based on reinterpreting contracts or billing methods, capitalizing employment contracts, selling assets, booking IT sales on a percent of completion basis, etc. This can increase borrow limits and attract investors. It can have a positive impact on business, but it can put the company on a slippery slope as it is very tempting to exceed prudent boundaries and abuse accounting practices which can lead to fatal consequences. Enron is perhaps the most famous example of excessive creative accounting. It is management who calls these shots as to the manipulation of financial reporting as the employees are just following orders.

In summary, make sure your accounting/finance are done properly, analyze your performance and do what's needed to improve the company's performance and portray in the best light within bounds.

TRENDS



Most Hiring and Firing Decisions
Come Down to Soft Skills
Skills to Hire For
Bad Hires Lack
30%
Soft Skills
62%
Soft and Hard Skills
8%
Hard Skills
45%
Soft Skills
44%
Soft and Hard Skills
11%
Hard Skills
Source: Linkedin Global Talent Trends, 2019
FinancesOnline
REVIEWS FOR BUSINESS

NEWS RELEASES

NPAworldwide Members Predict Hiring Uptick

NPAworldwide, a global recruitment network, announced the results of its twice-annual Business Barometer Survey. The survey is completed by the independent recruitment firm owners who NPAworldwide members. Members are asked to document business results and predict future results that are representative of the independent recruitment industry.

"Business conditions over the last 180 days have been difficult for most. About 50 percent of those responding said results were worse than a similar period in 2019/2020," said Dave Nerz, president of NPAworldwide. "The bounce is just ahead based on nearly 88 percent of members forecasting similar or improved market conditions in the next 180 days. This is the first large, positive trend since prior to the Covid-19 pandemic."

Other results of this survey of the 570-plus independent members of NPAworldwide indicated:

- 39 percent of survey respondents are from outside of North America.
- North American represented 61% of respondents, with the next largest respondent group from Australia/New Zealand at 17 percent of the total.
- The remaining respondents were from Asia, EMEA or LATAM.
- 67% reported business as the same or worse over the prior 180 days than a year ago at the same time.
- At the time of the survey, 88% of the respondents had a positive outlook for results over the next 6 months.
- 13% of those taking the survey have seen fees increase in the last 6 months.

"NPAworldwide members view the manufacturing/supply chain sector and the technology sector as the strongest vertical market segments for recruitment. Our independent member firms working these segments are expecting continued positive results in the coming months," said Nerz. "Recruitment has been very challenging over the last 12 months. The move to work-from-home and limited availability of in-person interviewing has added to the complexity of a recovery. Client assignments offered to independent recruiters continue to be the most difficult positions employers are working to fill. Many employers have returned to the task of finding and hiring great talent, but the speed of hiring is being extended by complex interview procedures and a more deliberate selection process."

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.

Sports employment hub will join iHire's family of industry-focused talent brands

Frederick, Maryland – iHire announced plans to acquire WorkInSports, a leading employment hub of the sports industry. WorkInSports will join iHire's family of talent brands, becoming the 57th industry-focused community on iHire's recruitment platform. Both companies have signed a binding letter of intent and expect the transaction to be completed in the coming weeks.

"For more than two decades, iHire and WorkInSports have formed a strong relationship as two key players in the industry-specific talent acquisition market," Steve Flook, President and CEO, iHire. "We are thrilled to finally announce our plans to merge and will soon officially welcome WorkInSports to our family of talent communities."

Post-acquisition, WorkInSports will be fully integrated with iHire's platform, allowing job seekers in the sports industry to take advantage of iHire's advanced job matching technology, career resources, resume writing tools, and more. In addition, employers will be able to reach qualified job candidates who are passionate about careers in sports by using iHire's powerful recruitment marketing technologies – including recruitment advertising, talent sourcing, and employer branding solutions.

"Teaming up with iHire has been a long time coming," John Mellor, Co-Founder and CEO, WorkInSports. "Like iHire, we've always believed in the importance of helping people to find work that is meaningful and rewarding. With aligned visions and missions, iHire and WorkInSports will operate in lockstep to assist job seekers and employers in connecting with each other."

iHire and WorkInSports will continue to provide forward-looking information about the merger to their stakeholders as it is available.

About iHire - iHire is a leading career-oriented platform that brings candidates and employers together in 56 industry-focused communities. We believe that by narrowing job seekers' and employers' searches within a specific industry, we can connect high-quality talent with the right opportunities faster, easier, and more effectively than a general job board. Everyone deserves to find work that is fulfilling, inspiring, and meaningful. Since 1999, we've combined cutting-edge technology with our expertise in the recruitment space and the invaluable insights of our members to achieve just that. Visit www.iHire.com for more information.

About WorkInSports - Since 2000, Phoenix-based WorkInSports has been widely recognized as the #1 source for jobs in the sports industry. With over 8,000 sports employers nationwide actively posting their latest openings, WorkInSports has helped thousands of job seekers follow their passion and discover their dream career in sports – while providing them with resume-matching technology, a sport management degree directory, and valuable career advice articles and podcasts. Visit www.WorkInSports.com for more information.

Don't miss out!

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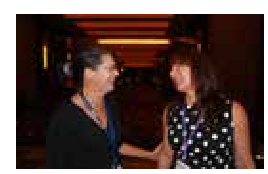

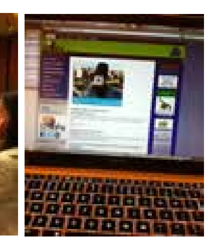

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