

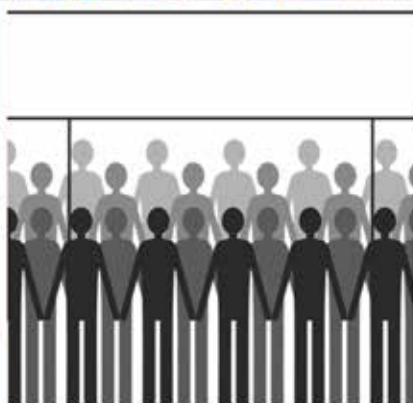
## Using Your ATS to Find Candidates During the "Candidate Shortage"

No Time To Stop  
... with Temp and  
Contract Placements!

Direct Hire  
Compensation And  
How To Retain Your  
Big Billers

5 Fun Shareable Ideas  
for Your Staffing Social  
Media Recruitment?

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# Letter From The Editor

This month's issue has a plethora of good news. People are making headway in what has been a hard year from a year ago. Let's face it, nothing has returned to normal. Business is busy and some things are still hard. Nobody says life is easy. So when things are tough, the tough get going. Those who work smart are finding people to fill their JO. Staffing is up! Yes, but it is still hard to find the good people. But everyone should know this is a people business and where there is a will, there is a way. We hear plenty are making good placements.

What does it take to keep the momentum and resist burn out? How do we stay focused on the positive? Keeping family and faith first helps. But face it, we need to take care of ourselves too. Spring and sunshine sure does help. Also, helping others and seeing the positive difference we can make is both beneficial and at the end of the day makes us feel like we did some good.

In this issue, Judy Collins gives solid advice in her article "No Time to Stop". She knows what she is talking about and keeps her eye on the progress in numerous staffing niches. If you aren't offering your clients staffing as well as permanent placements, you should consider her advice. Rounding out to be a full service firm is priceless in this environment.

If you are a firm only in contracting, maybe you should consider offering clients help finding key people needed in companies that are operating understaffed. COVID did take its toll on human resources in so many ways.

Staying up on technology that can make your work go better is important too. There are several articles on tools that are worth reading.

Keep your eye on the ball, an old saying to help stay focused through all the disruption. Happy Recruiting...

*Pat Turner*

## DID YOU KNOW?

- \* Both the search capabilities and pipelines in your ATS are powerful resources for you when searching for candidates. pg 5
- \* People who interact with chatbots usually want help right away. Reinforcing how important it is that their needs are met and that someone will reach out to them immediately can avoid causing them to feel like they're being given a runaround. pg 9
- \* The qualification of a diverse supplier is that the business must be at least 51% owned and operated by an individual or group that is part of a traditionally underrepresented or underserved group. Some diverse backgrounds may include women (WBE), minorities (MBE), veterans (VOB) and service-disabled veterans (SDVOB). 14
- \* If you have active job orders that you are working on, look at where you are most likely to get two interviews from this week. That way, you can prioritize those positions first. pg 15
- \* A third-party quote about your candidate's achievements are MUCH stronger than your words. This is exactly what a reference can provide. pg 16
- \* It is common practice to compensate direct hire recruiters when you are paid by the client. The direct hire process can average five weeks from the time you write a direct hire job order, until the order is filled. pg 19
- \* There is a strong sentiment among leaders that the U.S. economy will rebound briskly in the second half of 2021. New numbers published by Staffing Industry Analysts show staffing revenues have increased by over 10% year over year. pg 21



# Events & Trainings

## Webinar: Preparing for the Post-Pandemic World

May 6, 2021 | 11:00 AM CT



Presented By: Chris Ryan,  
Chief Strategy & Marketing Officer,  
Avionté

We all want normalcy, and we finally have reason for optimism. There is a strong sentiment among leaders that the U.S. economy will rebound briskly in the second half of 2021. Pundits and consultants have started talking about "the new normal" - but don't expect a return to business as usual.

**Join Chris Ryan, Avionté's Chief Strategy and Marketing Officer** as he shares his post-pandemic market predictions for the next five years and how staffing firms should plan to adapt to a post-pandemic workforce.

### Topics covered:

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Critical technology solutions for a post-pandemic workforce

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# Using Your ATS to Find Candidates During the "Candidate Shortage"

By Jennifer Roeslmeier

As the economy gets back on its feet and more Americans become vaccinated, there has been an upsurge in job opportunities available. What employers are finding though, is that few candidates are applying. Less candidates are responding to job postings, which is a complete 360 from a year ago when unemployment rates were at the highest ever and job opportunities were far and few in between. So, what is the cause of the "candidate shortage"?

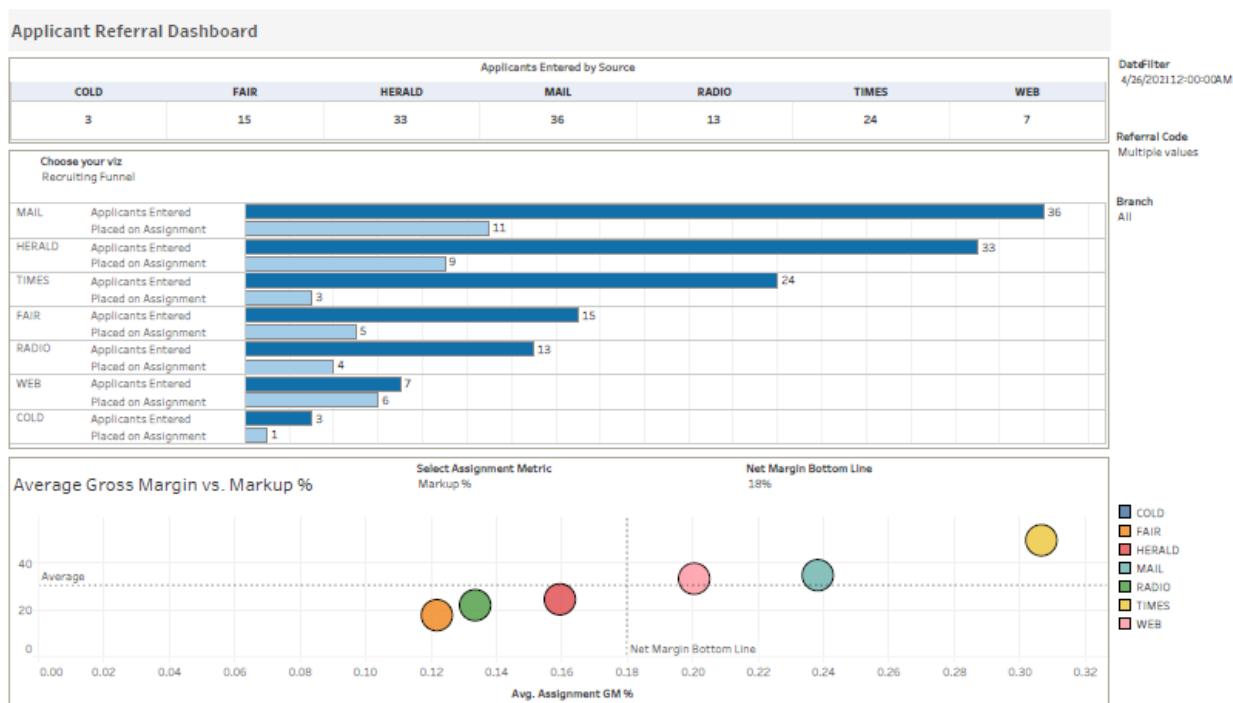
A recent article from [USA Today Money](#), reports that many Americans are worried about switching jobs during the pandemic due to the health and financial risks. It's a "safe" option to stay at the company they are currently with. Others are content with the unemployment benefits they are receiving. In some cases, workers are making more money "unemployed" than if they were working. They don't have an incentive and are not motivated to go to work when they can make more money staying home. This has caused staffing and recruiting firms to focus their strategies on reaching out to candidates that are already working. Recruiters have even begun reaching out to competing companies to recruit skilled workers and low-mid level managers, which is usually a tactic for recruiting high-level executives.

As staffing and recruiting companies come up with new strategies to find candidates during the "candidate shortage", your applicant tracking system (ATS) is an important resource that cannot be overlooked. There are not only several tools you can utilize in an ATS, but it houses hundreds and, in some cases, maybe even thousands of candidates right in front of you! In this article, we will take a deep dive into a handful of helpful tools to take advantage of in your ATS.

## Referral Reports

The first important piece of information you can pull from your ATS is a report on your candidate referrals. **In the past 3 months, through what source are the most candidates coming in to your database?** Is it through a job board, social media, cold calling? Looking at this information can help determine what "currently" is the best source for you to recruit candidates. You can then focus more of your efforts on the sources that are currently performing a little better than others.

**Below is an example of a "Referral Dashboard."**



## Utilizing Searches and Pipelines

**Both the search capabilities and pipelines in your ATS are powerful resources for you when searching for candidates.** As noted in the introduction, your ATS may hold hundreds or even thousands of candidates at your fingertips. Utilizing your searches and pipelines in your ATS is a great place to begin your search for candidates.



Pipelines are a useful tool when building a list of “top” candidates. If you already have a pipeline built, this would be a good place to begin. If a pipeline isn’t already built, then you can begin building a pipeline that includes the top candidates you want to reach out to.

**The pipelines can be broken out by industry and/or position.** Breaking each pipeline out by industry or position will help you as you recruit for current positions and will also be useful in the future when you are recruiting for positions that are similar. **These will be talent pipelines you continue to add to and update—not just a one-time use.** That way top candidates will always be readily accessible based on the industry and/or positions you are recruiting for. Once you add the initial candidates you want to include in your pipeline, you can then use the search capabilities in your ATS to add other qualified candidates.

Some popular searches you can conduct include searching by skills, position, employment history titles, location (if there is a specific location you need to recruit for), and last contacted (if you want to narrow down your search based on the last time you contacted a candidate.) Another helpful search option is to conduct a Full Text Search for keywords. A Full Text Search scours your database for certain keywords in a candidate’s profile, including their resume. This is handy if you want to search by position to see

what candidates have held a similar role. As you are conducting your searches and finding candidates, add them to your pipeline.

### Automated Workflow Surveys

You have your pipelines built; next you can send out an automated workflow survey to these candidates! **Sending a survey will help narrow down your list to determine which candidates are interested in a job.** The results of the survey will help save time so you aren’t reaching out to candidates that aren’t looking. Some ATS solutions will have an integration that allows you to send out an email or text message that includes survey questions. Based on the survey response, they will automatically receive a follow-up email that fits their response. If this option isn’t available to you, you can easily send out a survey to your pipeline via a platform such as Survey Monkey® or Google Forms®. These responses won’t be automated or logged in your ATS and will require a little more manual work, but you will still be able to get the same final result.

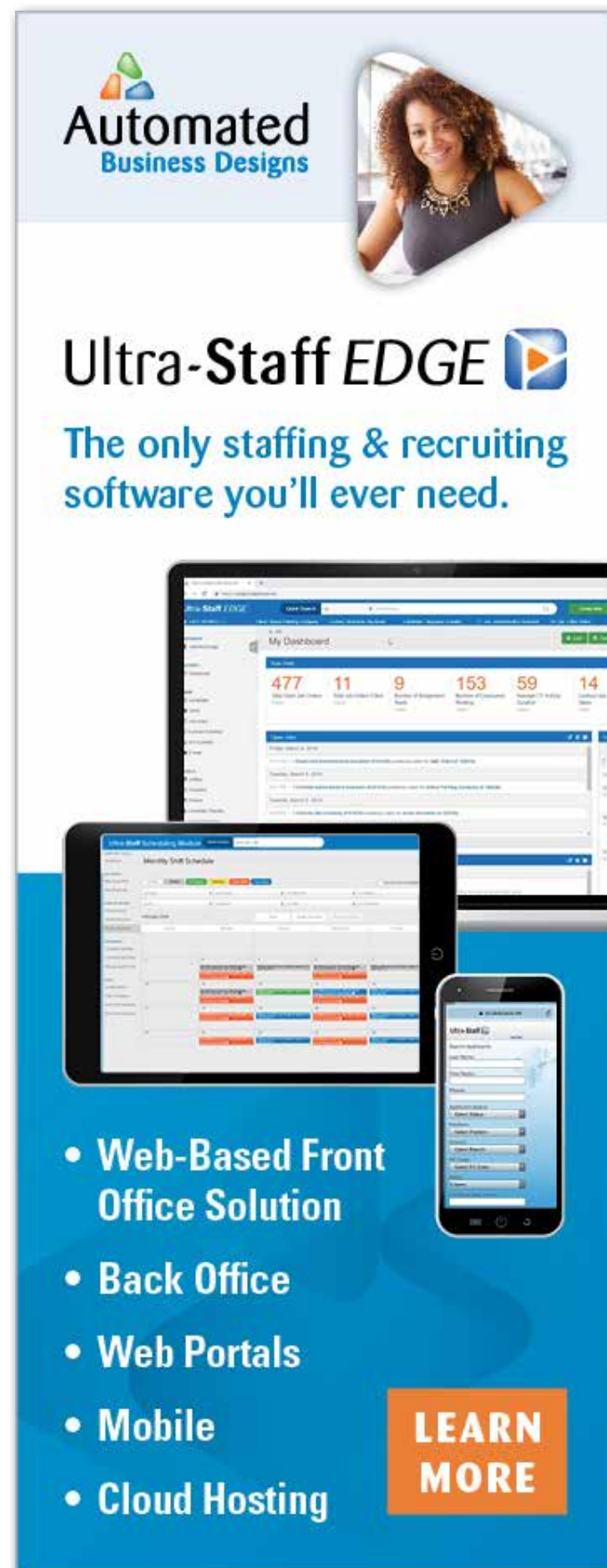
**Examples of simple yes/no survey questions you could include to gauge who is interested in talking:**

- Are you open to switching jobs? (if they are working)
- Are you open to work? (if they aren’t working)

**During the “candidate shortage”, it might also be imperative to offer an incentive to candidates, depending on the industry.** You can offer incentives based on performance, attendance, referrals, and more. Incentives may not only entice someone to work with you, but it can also help increase employee engagement so they work with you longer.

Incentives can include:

- One-year Netflix Subscription or another streaming service subscription
- \$X worth of groceries delivered to their home with their choice of what they would like!
- Monthly or Yearly Meal Subscription service, such as Freshly®, HelloFresh®, Blue Apron®
- Free tickets to a sporting event or local attraction
- Around the holidays you can offer a free Turkey dinner for Thanksgiving or special holiday gift



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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](http://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.

**If you decide to create an incentive program or use an existing one, you can include a question in your survey that ties into the incentive program:**

- Would you be open to work if you could receive a one-year Netflix subscription for attendance?

Including a survey question that ties into the incentive program, allows you to see if they would be open to work if there was an additional incentive versus if there wasn't an incentive offered.

### **Follow-up Communication**

Once your survey results are in, you will want to send out a follow-up communication to the candidates that said they are interested in a job. If your ATS has a built-in integration, similar to the above, the next email can automatically go out at a scheduled time based on which candidates said, "yes." If you don't have an automation tool, then you can create an email or SMS template in your ATS to send out a follow-up message to these candidates. In the message, you can include information about the job, the incentive program (if you are offering one), and a way for them to respond, "I am interested."

In some cases, you may even be able to include a "job accept" link right within the communication. Some ATS's mobile applications also allow for a similar, "job accept" feature where you send a job directly to a candidate through the ATS's mobile application and they can accept a job that way. Including a link to accept the job offer, will conveniently place candidates without extra effort needed on your end. It is also convenient from the candidate's perspective because all they have to do is click on the link to accept the job offer.

**\*Your follow-up message from the survey, can come in many shapes and forms based on what tools you have available to you.**

### **Social Media Posting**

Lastly, to complement the above outreach, you can also use the social media tools in your ATS to post the job description within your network and encourage others to share. During the current "candidate shortage", referrals may especially be helpful for those who are hesitant to switch jobs during the pandemic. Seeing someone in their network share your job opportunity, can give them a boost of encouragement and trust to work with your staffing and recruiting company.

### **Diminishing the Candidate Shortage**

The "candidate shortage" can bring a variety of obstacles to staffing and recruiting. Using your ATS's pool of candidates, in addition to, taking advantage of the robust tools available, will help diminish any candidate shortages you are facing. Finding the right candidates in your ATS that are open for work is key and following up in a convenient way to accept a job offer will place candidates quicker and easier. Lastly, remember to utilize your Referral Report to take advantage of the sources where the most candidates are coming in from to keep a steady flow of new candidates. Soon your candidate shortage may become a candidate surplus!

*Questions about some of the ATS tools discussed in this article? Contact Automated Business Designs, developers of Ultra-**Staff** EDGE Staffing and Recruiting Software, [here](#) to learn more.*

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# The Pros and Cons of Using Chatbots to Streamline Your Marketing Automation Strategy

By Jared Hummel

Chatbots have revolutionized the staffing industry's top-of-funnel digital strategy. The [benefits](#) are numerous since chatbots can:

- Save time
- Increase diversity in recruiting
- Save money
- Provide relevant candidate information
- Improve candidate experience
- Source the very best talent

Not only can chatbots [streamline staffing and recruiting](#), but they can also help with [employee retention](#) as well. The evidence suggests that chatbots are here to stay, but that doesn't mean using chatbots can't become a liability for recruiters and their clients. We've found some helpful tips to help you use chatbots without sounding like you're a chatbot.

## When chatbotting goes awry

Chatbots, for all their usefulness, can present a [conundrum for recruiters](#):

- **Chatbots can negatively affect a candidate's experience.** Some chatbots can become confused by a candidate's questions or answers. Not knowing how to respond to a job seeker, a chatbot could stall out and become repetitive in asking them to repeat or rephrase their question. Some chatbots can even become unresponsive. This can make candidates feel like they're getting mechanical or impersonal responses that reflect poorly on an employer.
- **Chatbots can be heavily front-loaded tools.** They are extremely useful in the long run, but setting up a chatbot can be frustrating and time-consuming (especially when you're trying to get your chatbot to sound as natural as possible, and to provide relevant information to inquiries).
- **Chatbots aren't designed to identify the go-getters.** While chatbots are [great at increasing diversity](#) in recruiting by [reducing bias](#), often chatbots can't identify that "it factor" that could make a candidate outstanding.
- If a chatbot is [operating on strict binaries](#), it might include candidates who meet qualifications of a job description but who are mismatched to the company's core values.
- Chatbots could also overlook ideal candidates who might not meet a specific requirement in the job description. This can be especially bad news for recruiters who regard required skills for open positions as more of a loose guideline than a strict requirement.

Even still, chatbots are an incredibly useful tool if you can get them to act and sound... well, not like a chatbot.

## Tips to help chatbots keep from sounding chatbotty

Anyone who sends something funny to their coworkers by email or slack risks their punchline landing flat. Humor and nuance can be clunky and difficult to convey over text. Now imagine your understanding of nuanced social exchanges comes from a synthetic AI interface. Bots are only as intelligent as their design.

To engage authentically with job seekers, a bot should be [able to understand](#) sarcasm, read between the lines, or get the context of dialogue. This is often the first thing that will trip up your bot, creating a frustrating experience for your visitor.



The best way to avoid these awkward and frustrating interactions is to keep your chatbot simple and human. (We're aware that humans are anything but simple, so stick with us here.)

### **Keep it simple**

Your chatbot is there to be a helpful first point of contact, to direct job seekers or employers towards what they're looking for, provide relevant information and hopefully get enough information to create a lead. Chatbots are not designed to interact with candidates on a deeply emotional level. They're not therapists, and they're not there to tell a story.

Keeping questions simple like, "Where can I direct you today?" or, "Are you looking to hire someone or get hired?" Also, be transparent with your chatbot. Using clear language like, "I'm just a chatbot, but I can help!"

Also, if you have a membership portal for job seekers or employers, don't rely on the chatbot to take account numbers or passwords. Just have the chatbot either provide a login form or send the visitor to the login page. By keeping your chatbot's interactions simple and clear, you can avoid getting into complex transactions the chatbot isn't designed to handle.

### **Keep it human**

Your bot can be fun without having to go deep. Writing emoji's into your bot's language and using colloquial language like "What's up friend? ☐" or "How you doin?" can go a long way to keep the conversation loose and light.

Also, humans make mistakes. So bots can also make mistakes and own up to them. Likely, your bot could trip up somewhere. It's a good practice to plan for confusion and write a response that can keep the conversation on track and to find a proactive solution. You can do this by writing responses like, "Sorry! I'm just a chatbot, I might have blown a fuse there. Let's get your contact info to someone who can help you more!"

People who interact with chatbots usually want help right away. Reinforcing how important it is that their needs are met and that someone will reach out to them immediately can avoid causing them to feel like they're being given a runaround.

### **Go deep with proactive programming or artificial intelligence**

Many staffers and recruiters might need to go deeper with their chatbots than surface-level conversation. Often, the people they're dealing with are looking for work, and that can be an emotionally charged endeavor.

### **Deeper chatbot interactions require more pre-programing.**

If you want your chatbot to keep up with deeper human interactions, you or a programmer will need to spend a little more time at the outset [building out your bot](#) for more complex interactions by:

1. Mapping out the many different paths a job seeker or employer would follow through your site. Predicting as many scenarios as possible and writing a variety of responses to address each scenario.
2. Program your bot to behave with more human characteristics by:
  - a. Programming it to speak with a human voice
  - b. Recognizing and combining two-part answers. Translating responses like, "I'm looking for a job" and "I'm interested in openings for engineering and technology" to "Find me open positions in engineering and technology."
  - c. Programming empathetic responses by prompting your chatbot to recognize certain trigger words and phrases such as "frustrating," "fired," "can't get hired," "job search," or "unemployed."
  - d. Adding a typing status during longer searches. This will indicate that, just like people, the chatbot is working on the answer and hasn't bailed on the conversation.



**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.

### **AI: better chatbots without the manual legwork**

Many employers want a deeper level of interaction from their chatbots but don't have UX designers, writers, programmers or conversation designers they need to build out the bot of their dreams. Then we turn to artificial intelligence chatbots who are programmed with machine learning and natural language processing to better understand and assist people and their needs.

AI chatbots might cost a bit more, but those costs are offset by the time and resources you'd otherwise spend having your own team predict, map out and respond to every UX path conceivable on your website.

Plus, AI chatbots only get better. With machine learning, they build on every human interaction. They become smarter and more efficient at completing tasks, so the longer they work, the better they get!

### **Consider other automation tools to attract and engage with job seekers and employers**

Chatbots aren't for everyone. We get it. Some staffing and recruiting firms are just set against the idea of a robot at the wheel. And that is okay! At Parqa, we've developed several tools to automate your outreach and engagement. We make attracting leads, nurturing engagement and growing your staffing and recruiting firm a snap by:

- Building out your ideal customer profile and buyer's journey
- Automating your workflow
- Implementing your content strategy
- Providing useful, relevant data to help you make key decisions

If you're ready to inject your staffing and recruiting firm with efficiency and scalability, contact the team at Parqa today. (Chatbots are also welcome! We can talk about the latest binary plug-ins, or whatever.)



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# 3 Content Marketing Trends Your Staffing Firm Needs to Know

Rewind a few years. The staffing companies that were blogging regularly, posting content on their sites a few times a month, sharing posts on Facebook a few times per week – they were the leaders.

They embraced content marketing and devoted time and attention – and commitment – to leverage content to support their branding efforts.

By Brad Smith

They increased visibility and carved out a great digital niche. Fast-forward to today – everyone else copied them.

Now, basic content marketing doesn't set you apart, it's just a cost of doing business.

So, does that mean content marketing is dead? NOPE!

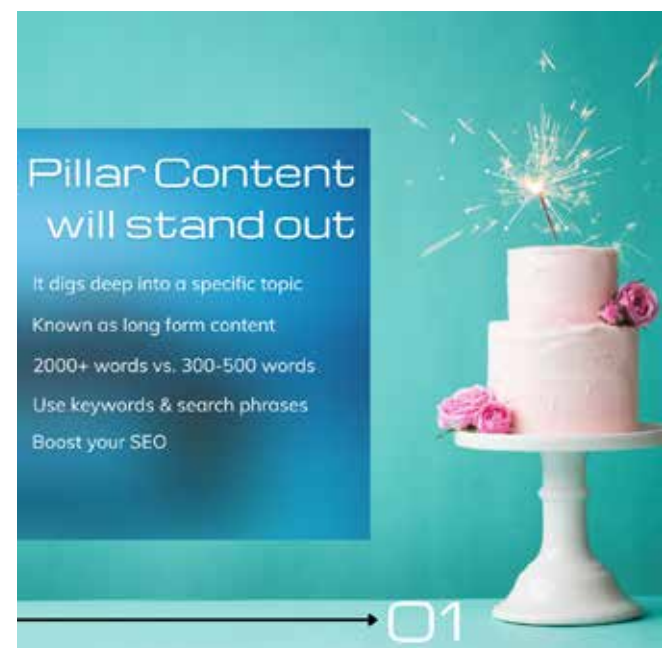
It just means that in order to really stand out, you have to step up your content marketing game. You have to look for ways to be different, add more value and be more strategic with your content efforts.

To help, here are three ways you can adjust your content marketing efforts in 2021 to drive more reach and improve your ROI:

## Pillar Content Will Stand Out

Pillar content is a piece of content that digs deep into a specific topic. Where a standard blog post might be 300-500 words, pillar content (or long-form content) may be 2,000+ words and really dig deep. It examines a core topic and then breaks things up into smaller, more detailed subtopics. The reason this type of content stands out is that it's comprehensive, it tackles a core topic, subtopics, provides key takeaways and is very focused.

From an SEO (search engine optimization) standpoint, by digging deep into the core topic and subtopics, long-form content is seen as more authoritative, a better user resource, and filled with keywords and search phrases. Over time, you may find that more outside websites link to pillar content and the user engagement statistics (time on page, bounce rate, etc.) are usually much better than shorter content. These factors will help improve search rankings and attract more traffic.



Here are a few examples of Pillar/Long-Form Content:

### [Staffing SEO eBook](#)

This is a 31-page book dedicated to SEO for the staffing industry and digs deep into all elements that are important. This is a nicely designed piece with graphics, a nice layout, etc.

### [Text-Based Long Format Article](#)

On the other side of things, you could also have a piece of long-form or pillar content that is just text. This article is for a company that sells vending machine franchises. This topic focuses on the most



profitable places to put vending machines. This phrase gets a lot of search traffic, has the opportunity to earn a featured snippet in search, and has a lot of subtopics that get high search volume as well.

With a 2,000-word article on this core topic, this company was able to gain authority and rise in search rank. Over the course of a year, they went from not ranking at all, to ranking in the top 20 for a variety of related terms, then minor adjustments to the article earned them top 5 rankings, and now today they rank #1 for a variety of related terms. This one article drives over 10k visits/month from very targeted searches. This one specialized post is driving extremely high-ROI. And that's just one article! By leveraging this same strategy on other key topics, their search engine traffic is up over 220% over 2020.



### **Pillar Content Will Be Repurposed**

Once you have a great piece of pillar content, you can look for ways to break that up into smaller, bite-size pieces that all funnel people back to the main pillar content. For example, let's take our Staffing SEO eBook. We can break this up into dozens of shareable assets. We can take the keyword tips on page 5 and turn that into its own blog post, 5 social graphics that each share a tip, a short video tutorial and maybe an infographic. Pages 7 and 8 could be turned into a video tutorial on how to adjust your metadata. Pages 11 and 12 could become their own blog posts about the importance of SSL and security, etc., and that can be shared on social and in groups. Each one of these smaller assets can then drive people over to the main pillar piece of content.

Following this approach, you could have a quarterly content theme, ensure everything flows and works together, and all has a singular action to drive traffic and visibility back to the same place.

### **Data Will Drive Content Topic Decisions**



In the past, many organizations based content plans on gut. What did they "think" people cared about. Moving forward, smart content marketers will use more data to make better decisions about what content to create moving forward.

#### **Here are two data sources I love to leverage:**

##### **Google Search Console**

Search console allows you to look at your existing site's search visibility. I can see how often my site shows up in Google for different search queries, what page ranks well, and finally what my click-through rate is. I use this to determine what content on my website could be adjusted to drive more ROI, or where my content gaps might be. I will identify the search terms that have a high number of impressions, where maybe I rank in the 5-15 slots in Google. I will then go back and adjust those pages to rank higher. That might mean adjusting page titles, subheadings, meta data, etc. Or it might mean turning that page into long-form content that digs much deeper into the topic.

## SEMrush

Another great tool we use is SEMrush. This is a paid 3rd party tool but provides some great competitive research and data. One strategy I love to use is looking at your core 2-3 competitors and determining what pieces of content or pages drive the most traffic for them. From there, we can look at those pages to determine how and why they rank highly. We then reverse engineer that content and create better, more valuable, and more trusted content around those topics. Once created, we then use the process outlined in step 2 to drive more visibility and links to that content. Over time, we begin to gain ground on the competitors and then leap-frog them. It's a great strategy to outpace the competition and earn their traffic.

## Looking to Drive Better Content Marketing for Your Firm in 2021 and Beyond?

We would love to help! We have a full team of skilled writers, content strategists and digital marketing advisors to help guide, and implement, your content marketing strategy. Contact us today to learn more.

## Front and Back Office Staffing Software needed?

Haley Marketing powers our job board embedded into our software product and is an excellent partner to COATS Staffing Software. To learn more about end-to-end software for your staffing business, give us a call.



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.

A large advertisement for COATS Staffing Software. The background is dark with abstract green and blue light patterns. At the top, the text "ONE, AND DONE" is written in large, white, bold, sans-serif capital letters. On the left, there is a white square containing the COATS Staffing Software logo. To the right of the logo, a large white quotation mark is followed by the text "THANK GOODNESS WITH COATS I CAN DO IT ALL. YOU GUYS ARE THE ABSOLUTE BEST IN THE INDUSTRY." in white, bold, sans-serif capital letters. Below this text, in a smaller font, is "Theresa Monroe, Glendora Employment Agency". To the right of the quote is another large white quotation mark. On the far right, the phone number "1-800-888-5894" is written vertically in white. At the bottom, the text "SELL, ADVERTISE, RECRUIT, ONBOARD, VET, PLACE, PAY &amp; INVOICE, AP &amp; GL" is written in white, bold, sans-serif capital letters.

# No Time To Stop ... with Temp and Contract Placements!

By Judy Collins

Businesses are ready to get back to work! As of April 14, 2021, ASA reports that 35% of firms reported an increase in employment. Client companies need employees to meet the growing demand for supplies and services. Some projections are that it will take the supply chain 2 years to catch up with the back logged demands. The big question is whether employees are ready to go back to work and in what capacity.

It is a good time to increase your marketing efforts to all your existing clients and to develop new relationships. Find where the pain points are and offer solutions. Direct hire has been strong. You can offer a contractor to help with the short term projects or place a contractor as a place keeper while you continue on your long term solution. You will keep the relationship current and you will be the first to know when a new opening arises.

If your clients are feeling uneasy about the marketplace, contractors are a good solution. You can offer the option of a contract-to-hire. The project can continue to move forward until a permanent decision can be made. You can earn your full placement fee at the time of the conversion or over the length of the contract. Make sure the contractor that you put in place is a good fit for the team and puts your client at ease. If the contract is cut short, you have protected your client from a costly unemployment claim.

Promote your diversity and qualifications. The qualification of a diverse supplier is that the business must be at least 51% owned and operated by an individual or group that is part of a traditionally underrepresented or underserved group. Some diverse backgrounds may include women (WBE), minorities (MBE), veterans (VOB) and service-disabled veterans (SDVOB). Additionally, Historically Underutilized Business Zones (HUBZone) businesses qualify as diverse. HUBZone, managed by the SBA, covers companies operating in certain economically disadvantaged urban or rural communities. Suppliers that are certified can see a whole range of opportunities open up including government contracts and companies that are looking to add to their Supplier Diversity Program. These relationships usually turn into strong long term partnerships. Find out today if you fall into one of these categories and promote your diversity certification to all your clients and on your website.

Partner with a Back Office provider to insure you can support any business that comes from these new contracts. Most, if not all, government contracts are for contract not direct hire positions. You will ensure that you can facilitate the placement of any worker no matter what state they live in or what state they are working in. Your back office provider can help you with state and federal tax returns, unemployment claims, workers' compensation, and track mandated PTO and sexual harassment training. An Employer of Record will make sure you are current with all new employer laws, rules, and avoid any costly mistakes. This is no time to stop ... with temp and contract placements!

## WITH TEMP AND CONTRACT PLACEMENTS!



*Judy Collins*

*Evergreen Contract Resources*

*713-297-5808 – Office*

*713-858-2677 – Cell*

*100 Waugh Dr. #300*

*Houston, Texas 77007*

[judy@evgcr.com](mailto:judy@evgcr.com)

*NAPS Harold B. Nelson Lifetime Achievement  
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## ASK COACH

# Mike

Michael Gionta

QUESTION: Mike, I was taught 20 years ago to plan in the afternoon and set myself up for a strong day and strong week, and I just find myself too distracted and tired out at the end of the day. Any planning tips you can give me that can help me through this? - Alex, Dallas, TX

ANSWER: Full confession - I was an excellent list maker, but horrible at planning at 4:30 in the afternoon. For that reason, for years, I did not plan. Since that is your challenge, Alex, which was very similar to mine, the easiest solution is to come in half an hour early. Even if you cannot come in a half-hour early, you are better off starting the day investing a half an hour to get it set up the right way.

I like to use Stephen Covey's method of planning by starting with the big rocks. Every week in the recruiting business on a recruiting desk, the big rocks are: Where are my interviews coming from? Everything else in your business revolves around those big rocks.

Having audited many time studies from clients, in the absence of a plan, you are operating under someone else's plan. The easiest way to give you an outline, we teach this in-depth and provide templates in our programs, here would be: When you look at your week, what are your objectives for the week?

When it comes down to the week, do you know your billing goal, and do you know what it takes activity-wise to get there? You need to answer that is the question first. For example, \$300,000 in billings equates 2 to 2½ interviews a week, depending on your average fee. That is four interviews every two weeks, two interviews a week. The week's primary question then becomes: What has to be true for me to arrange two interviews this week?

When you look at your plan, you might realize that you do not have anything good to work on. If that is the case, to get two interviews, means your planning has to be geared more around marketing, especially in the early part of the week.

If you have active job orders that you are working on, look at where you are most likely to get two interviews from this week. That way, you can prioritize those positions first. If you know your metrics, you will learn how many people you need to talk to to get those two interviews. If you do not track your numbers, 15 submissions on a job order are about right. That means you need 30 candidate conversations or six per day.

All the other stuff in your business, such as revising your website, creating automated systems for follow up, finding support people to outsource research or admin, become a subpart of the plan after identifying the critical goal. First, you focus on the need to talk to 6 people a week, but over the next month, I do not want to be doing my own research, so part of my plan is to block off 8:30 to 9:00 to look at Upwork as an outsource option. Use that block of time to create a posting and evaluate the people that send in proposals. This project gets integrated into the daily planning. It gets completed over time to concentrate on the main objective of getting two interviews per week while making incremental progress on other goals that will support your main objective.



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](http://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](mailto:mikeg@therecruiteru.com) and we can have a quick chat to see if or how we can help.

# The Power of Reference Checks

By Chris Heinz

I love technology. I love everything about it...well, almost everything about it.

One of the technological advancements that I don't love is the automation of reference checks.

Just this week, I spoke with 2 hiring managers who let me know that they are now using an automated process to check the references. While I can understand the value they perceive they are getting and they've been sold...send a link to the reference's cell or email allows them to complete it on their own time rather than being "forced" to talk to someone; Answering questions from the link to discuss their strengths and weaknesses is less evasive than talking to someone; return rate is better than phone-based references. Don't these all sound wonderful?

They don't do what we do in the recruitment/talent access space. A link does not allow you to hear their enthusiasm (or lack of). A link doesn't allow you to ask relevant follow-up questions. A link doesn't give an opportunity to initiate a relationship.

Over the course of my 23+ years in recruiting, there have been far too many recruiters that believe reference checks only needs to be done "if-and-only-if" the company requests it. Sure, they sell it as part of the process and say their candidates have been vetted and validated. But, they don't want the nuisance of actually having to do them.

I know that isn't ANY of you reading this right now...right?

Let's discuss the value of a human-based (that's you!) Reference Check:

- You actually get to validate your candidate is as good as they say they are
- You can learn through your questioning that your candidate is even better than they say they were
- If there are discrepancies in their dates, responsibilities, or known issues, you know before an offer is given. Like it or not, the candidates you represent are representative of you.
- You are able to talk to high-level decision-makers
- It's worth repeating again...You are able to talk to high-level decision-makers
- You are able to show your professionalism to your client with a well-prepared reference summary

## Validation

Candidates can say anything they'd like about their responsibilities, achievements, and how much they are loved at their current and past companies. While there are systems like 'The Work Number' to verify dates of employment and title, that only checks one tiny element of their work history. If we were only valued solely based on our dates of employment and title, there truly would no longer be a need for recruiters. We bring professionals to life when we learn about their achievements, success, areas of growth, reasons for leaving, etc. Those stories are only strengthened when we have validation to back them up. A third-party quote about your candidate's achievements are MUCH stronger than your words. This is exactly what a reference can provide. While I'm sure you can put together a masterful line describing the achievement, a powerful quote from a previous manager will run circles around your wordsmithing.

Validation also means not being blind to issues that come up. If you learn that something is off from what you understand, such as dates, responsibilities, achievements, or dependability you don't need to throw the candidate away or remove them from process. Not every reference is a good one. Not every person giving a reference was happy that person left them. Is there anger or disappointment from the reference and they are using their answers as a way to sabotage or make you question their viability?

What should you do if you get a negative reference? Let's start with what you shouldn't do: don't call your candidate and tell them "you won't believe what Billybob just said about you!" Resist the temptation! My recommendation is to let the candidate know that you're working on the references and 'oh by the way' do you have an additional reference from xyz company in case you can't get a hold of Billybob. If that reference also confirms the issue that Billybob stated, now is the time to believe it.

\* A recommendation I learned a long time ago from someone much wiser than me is: Always follow up a negative reference with an additional reference! \*

### **Live Conversations are the biggest gain!**

If you've gotten this far in this article then you surely read the two bullets above of having a live conversation with high-level decision-makers. Do you realize how powerful that can be? How many marketing calls have you made to some of these decision-makers? How many emails or Inmail messages have you sent? Much of that effort results in limited return communication.

But...you call to conduct a professional reference on some that worked with/for them that they respect...it is amazing how consistently you receive those return calls.

After you have completed the reference (and probably during) you have the opportunity to ask additional questions about them, about their company, the challenges they are experiencing. You have just shown them the type of professional you are and the type of value-created service you provide to your clients by checking the reference. In all likelihood, you now have their cell. A recruiter with solid ability has the opportunity to: develop a relationship, learn about potential openings, ask for referrals for other searches, pick their brain and gain industry insight, get your next great candidate. You know...all the things a great recruiter does when they can have a live conversation!

**One final point:** Make sure to send a reference consent form to your candidate. You don't need it signed, you just need it sent. This covers you legally. If you don't have one, message me on LinkedIn and I'll be happy to share!

In case you need some self-talk lines:

References are not a pain...

References are not a nuisance...

References shouldn't be handed off to someone else...

References don't just validate dates of employment and titles...

Reference checking could open the lock to a new key account...

If corporate HR wants to use a technical source to check references, let them. But, we the mighty professional recruitment force should not! There is just too much value that can come from doing a reference. Make a commitment to yourself today to ask for them from EVERY candidate you recruit.

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!

## Direct Hire Compensation And How To Retain Your Big Billers

One of the most important decisions you will make is **who** you hire to help you grow your direct hire business. There is always the temptation to hire someone who has experience placing direct hires.

If you hire someone with experience, consider the following:

1. Their base salary and commission percentage will be higher.
2. A non-compete agreement is probably in place.
3. If they bring their client base to you, they are stealing from another owner.
4. They might do the same to you in the future.
5. Experienced recruiters often have baggage or bad habits.

### OFFER A COMPETITIVE BASE SALARY

What does it mean to offer a competitive base salary? This basically means the base salary offered is comparable to other direct hire staffing firms in your geographic area. Obviously, someone working in San Francisco would be paid a higher base salary than someone working in Boise, ID. A common HR practice offers within 10% above or below the market average for a job, as a basis for competitive pay.

Within a few months, the base salary should represent a small percentage of the total earnings of a direct hire recruiter. Most of their income is performance based and paid out in commissions. However, to attract a peak performer who has sales experience, the base must be competitive.

### DRAW vs. COMMISSION

Draw vs. commission was the model for direct hire salaries for many years until owners realized:

1. It was difficult to attract high caliber salespeople on draw vs. commission.
2. Recruiters who did not work out, never paid back the draw, so basically it was a salary.
3. When recruiters were in the "red", commissions were not paid. This often-caused recruiters to quit because they could not live on their draw.
4. Most millennials, who are now over 50% of the workforce, will not accept a draw vs. commission opportunity.

There was a hybrid of draw vs. commission where owners would not pay commissions until the recruiter's base salary was covered by cash-in. Unfortunately, many of the problems for the draw vs. commission model also exist in this model. This type of pay arrangement is not competitive in today's Staffing and Recruiting Profession. You could lose your producers when they realize they would be paid on the first dollar of cash-in at most recruiting firms.

### THERE ARE OTHER REASONS TO PAY A COMPETITIVE BASE SALARY:

1. Paying less tends to be more costly. There is high turnover in the Staffing and Recruiting Profession often due to compensation. It is costly to recruit and train their replacement. Often the cost of hiring a new employee exceeds the amount of money saved by offering a lower base salary.
2. Low base salaries could demotivate your employee and adversely impact their productivity and morale. They might devote some effort toward their job and spend the rest of their time looking for another opportunity or applying for jobs that come across their desk that offer competitive salaries.

- You are hiring salespeople who should become a revenue generator in a relatively short timeframe. Great salespeople pay for themselves and are a wise investment for your business.

### GRADUATED COMMISSIONS

To guarantee a strong last quarter, pay graduated commissions when your team members reach certain levels of cash in. These graduated percentages may be significantly lower, if you are paying a substantial base salary.

Example:

\$350,000 - \$400,000 Commission	40%
\$400,001 - \$500,000 Commission	45%
\$500,001 - \$750,000 Commission	50%
Over \$750,000	55% Commission

**January 1 of each year** the commission percentage returns to 35% if they earned higher than a 35% commission, by the end of the previous year. If commissions paid by the end of the previous year were lower than 35%, commission percentages paid are listed above.

### CASH-IN vs. AFTER THE GUARANTEE

It is common practice to compensate direct hire recruiters when you are paid by the client. The direct hire process can average five weeks from the time you write a direct hire job order, until the order is filled. If you are working on retained search c-suite positions, the hiring process can be significantly longer.

### WHAT IF THE PLACEMENT FALLS-OFF?

If a candidate does not last beyond your guarantee, you must replace the candidate. The commission amount paid to the recruiter will be deducted from future commissions. This will not happen if the same recruiter replaces the

candidate who fell-off. For this reason, the recruiter who initially made the placement is very motivated to find a great replacement candidate.

### LONG TERM INCENTIVE – PROFIT POD AROUND A BIG BILLER

One of the greatest mistakes owners or partners make is that they promote their direct hire top producer to a manager role. Most big billers are too money motivated to manage but will accept the role of manager because of the override they will earn.

Big billers are very strong at client development. Once they reach certain production levels, hire individuals who only recruit on their job orders. These recruiters do interact with clients, but primarily recruit on job orders generated by your big biller. Once you have two recruiters working on the job orders generated, you add a sourcer | researcher who does much of the administrative tasks so the team can focus on sales.

Parameters for this arrangement are:

- Direct hire recruiter produces \$400,000  
Hire a Candidate Specialist  
(Recruiter does not manage the Candidate Specialist)
- Two Recruiters produce \$600,000  
Hire a second Candidate Specialist
- Three Recruiters produce \$850,000  
Hire a sourcer | researcher  
(2% comes off the top to help pay for the sourcer | researcher – at \$850,000  
\$16,000 is paid by the team, you pay the difference)

**These production pods will average between \$1.5M and \$2M.**



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## BENEFITS OF THE PRODUCTION POD

### 1. Retain Your Big Billers

Initially your big biller will work a full desk until they begin to trust the recruiters you hire to recruit on their orders. Eventually they have more time to focus on client development and realize they make more money with their focus just on clients. You retain this person because they will not want to lose the team who has helped them dramatically increase their income.

### 2. Protects Your Direct Hire Clients

Too often direct hire clients are only loyal to your recruiter, not your company. In this arrangement, two recruiters interact with the clients and develop trust. If you lose a big biller, you do not lose your clients because they have an established rapport with the other members of the recruiting team.

### 3. Your Big Biller Is Never Asked to Manage the Team

You or someone else in your office should manage this team. If there is a problem, it should not be handled by the big biller. They should stay focused on generating sales and profits.

### 4. Great Way to Build Your Direct Hire Sales and Profits

When you notice that one of your recruiters is great with the clients and they are producing \$400,000 you start to build a new production pod around them. You replace them on the team and hire a candidate specialist to recruit on their orders.

Even if your big biller is tempted to leave, they don't want to lose the team you have built around them. This also protects your business. If your big biller does leave, the two recruiters on the team have interacted with your clients, so you won't lose your clients when you lost your big biller.

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We all want normalcy, and we finally have reason for optimism. Vaccination rates are increasing. Workplaces and schools are returning to on-site activities. Americans who were fortunate enough to remain employed through the pandemic have increased their personal savings. There is a strong sentiment among leaders that the U.S. economy will rebound briskly in the second half of 2021. New numbers published by [Staffing Industry Analysts](#) show staffing revenues have increased by over 10% year over year. Pundits and consultants have started talking about “the new normal.” But don’t expect normal and assume a return to business as usual. Here are my post-pandemic labor market predictions that we are likely to see over the next five years.

### Post-Pandemic Labor Market Predictions

By Christopher Ryan

For starters, demand for critical IT and professional skills never really took a breather during the pandemic. Banks, Insurance Companies, and Technology firms continue to fight for qualified professional staff as baby boomers have exited the workforce.

But an even bigger challenge looms for staffing hourly workers across Clerical, Light Industrial, Construction, and Business Services. In February, manufacturing backlogs rose by over 4%. Anecdotally, we hear U.S. manufacturers complaining that they could grow faster if they could find the right people. A quick scan of [Bureau of Labor Statistics](#) Job Openings data shows that there are still over 6 million unfilled job positions in the United States, with fewer than 1.6 unemployed persons per open job. The growing labor shortages are so severe that the Biden administration is quietly studying the issue.

We are one year into a pandemic where we have lost 9.5 million jobs, and the U.S. unemployment rate remains 50% higher than in February 2020. There should be plenty of motivated applicants for full and part-time work. So why is it so hard to find qualified workers?

### Labor Shortages in the United States

The U.S. has been facing labor shortages for several years leading up to February 2020. The pandemic itself provides a partial explanation for labor shortages. Many potential workers are reluctant to take on-site work during the pandemic. Older workers as well as individuals living with a medically vulnerable family member are reluctant to expose themselves to infection.

Similarly, parents with young children attending virtual classrooms may not be able to leave home for work. While the pandemic had a severe direct economic impact to



workers in key industry sectors, it has also acted as an accelerant to broader workforce trends—on-line retail, remote work, growth of technology infrastructure, Gig work, multigenerational households, and remote relocation. This pandemic will pass but the labor shortages will persist.

### **Reasons Driving the US Labor Shortage**

Ultimately, the issue comes down to workforce socio-demographics in the United States. There is a fundamental mismatch between people, work opportunities, and skill requirements. We have an aging workforce with more single households and more dependents per working-age adult than at any point in our recent history. Additionally, U.S. job growth has accelerated in high-cost urban tech corridors and in cities, at the expense of rural and ex-urban locations. Available pools of U.S. workers are less likely to live near emerging job opportunities and are also less able to move out-of-state to take advantage of these opportunities.

When you combine U.S. demographics and job growth patterns with spending cuts to technical and vocational training and add in an opioid epidemic, it becomes clear why it is hard to find motivated, qualified workers.

Additionally, it is expensive to show up for work—especially on-site, low-wage hourly work. Try justifying a temporary work opportunity against childcare expenses, transportation costs, and inefficient commuting options. Today, many temporary employment opportunities have a negative net present value. For individuals who own their own vehicles, driving for Uber or DoorDash may provide a better ROI per hour worked than a long unpaid commute for low hourly pay.

### **Short-Term Labor Solutions**

What about all the displaced workers from the Retail, Entertainment, and Hospitality sectors who lost jobs in 2020? In theory, we could retrain them to enter Manufacturing, Construction, and Transportation. In practice, this will be difficult. Back in 2015, I analyzed payroll data and employee movement patterns for millions of U.S. workers. I found two interesting patterns:

Voluntary employee turnover declines dramatically between the ages of 25 and 35

Greater than 90% of employees who leave one employer stay within the same industry

Essentially, as workers mature, they tend to settle into job roles and work locations that fit their skills and preferences. We can retrain an unemployed bartender to work in light manufacturing, but he/she will likely switch back to a people-facing service role when the Entertainment, Hospitality, and Tourism related industries rebound.

There are also significant gender and diversity issues associated with specific vertical industries. Economic evidence suggests the COVID pandemic has impacted female and minority workers far worse than other demographic groups. Figuring out how to empower and train these displaced groups to transition into new job roles will require planning and sensitivity.

### **What Now?**

Though these labor market predictions seem daunting, there are various strategies for staffing firms to overcome the labor shortage in the US. While we are all looking forward to a return to normalcy, now is the time to begin strategizing to win in the post-pandemic market.

*Editor's Note: Christopher Ryan is Avionté's Chief Strategy & Marketing Officer. Chris has more than three decades of experience of consulting, thought leadership, and corporate experience in Human Capital Management. Chris has extensive experience speaking on a broad range of HCM topics, including HR Strategy, Regulatory Risk, and HR Technology. His key areas of focus include U.S. Labor Trends, employment practices, and workforce management. Chris has also written and spoken extensively about part-time and temporary workers, employee retention, gender pay equity, emerging trends in compensation, U.S. labor shortages, and the economic impact of the Affordable Care Act. He is a graduate of the University of Chicago with a B.A. in physics and holds an MBA in marketing and management policy from the Kellogg Graduate School of Management at Northwestern University.*

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# 5 Fun Shareable Ideas for Your Staffing Social Media Recruitment?

By Matt Coleman

Coming up with content for your staffing agency social media accounts can seem like a daunting task. Let's take a look at some easy solutions that can get those creative juices flowing!

## Video

It's no secret that video is a home run when it comes to social media. Videos are engaging and tickle the senses of sight and sound at once. Making a simple video is as easy as using your smart phone:

- Talk about your latest successes at your company.
- Ask questions that will result in comments from your audience.
- Mention upcoming events, groups or forums related to your industry.
- Tell a story or respond to a frequently asked question.
- You can also use online tools like Animoto, RenderForest or PowToons to create videos that will deliver a wow to your viewers.

## Quote Graphics

Quote graphics are one of the most popularly shared and saved types of images on social media. People love motivational or provocative quotes!

Make sure you watermark the graphic with your company logo, website or social accounts to encourage viewers to seek you out. A graphical testimonial is another idea you could implement. Let people know that customers are happy to work with you!

The other nice thing is that these types of graphics are easy to come up with. Gather multiple quotes from employees, clients, or anyone, and create several of these graphics at once. By making a surplus of these graphics, you ensure that you have content to post on those occasions when you're too busy to come up with something else.

## Infographics

Infographics are a superb way of presenting large amounts of data or information in an easy-to-digest format. A dynamic infographic combines visual and statistical elements into create one compelling piece that viewers love. The use of graphical elements helps boring data gain energy and life, and lets it stand out above the crowd.

How about an infographic about the top types of job seekers? What about sharing your job placement statistics from the past months? Or a fun graphic that showcases your staff's favorite holiday treats? The sky is the limit. Get creative and make a compelling infographic to WOW your followers.

## Candid Team Photos

Show clients and candidates that your company has personality! Share images of fun in-office or virtual shenanigans, or of employees or associates making a difference in the community. Sharing these types of images can connect personally with viewers, and make you seem more approachable.

Give viewers a behind-the-scenes look at your company! Other ideas include an employee spotlight where we can learn some fun facts about your staff, or maybe a testimonial from a happy employee about why it's great working at your place. Job seekers will want to associate with a place where they can feel welcomed and comfortable, and employers will like seeing that your candidates are in good spirits.

## Trivia or Other Games

By utilizing trivia or an interactive game, you can gain some valuable interaction on your social pages. Encourage comments and shares, and be sure to respond to anyone that interacts. Trivia can be about anything from your company to sports or pop culture. Offer a prize to winners and ask them to involve friends. This is a fantastic way to increase visibility and interaction on your social accounts.

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# MID-SIZED RECRUITING Growing Companies STAFFING SMALL



Corporate Culture  
By Michael Neidle

Most people who do not work out in a new company don't fail for lack of skills, but rather the corporate culture they are working in is not a good match for them. They are a square peg in a round hole.

Finding and retaining people that fit your specific corporate culture is one of the key factors in having a successful company, as high turnover can kill a company. Corporate culture is not easy to define. It is the atmosphere that works for your company.

For example, a small company might have an informal working atmosphere including an informal dress code, an open-door policy, titles and a hierarchy that are not that important, open lines of communications, ad hoc meetings, flexible policies and procedures, free time to explore where people are expected to be self-starters without much formal training, etc. This might also be prevalent in a matrix organization where people have multiple connections and loose reporting relationships. An informal atmosphere is indicative of start-ups and high-tech companies vs. large Fortune 500 corporations. Progressive and dynamic companies like Google encourage their people to spend some 20% of their time being free thinkers and creative. And we have seen the results going from \$1.5 billion in 2003 to \$181 billion now. People coming from a highly structured hierarchical setting or the military might find adapting to this culture not in their comfort zone.

Likewise, in a reverse situation that was highly structured, one would be expected to follow the policies and procedures and not have the latitude to explore new avenues and require approval for anything not in their job description. They would follow orders even if those did not seem logical or sound to them. This is often typical of large companies that think that they are successful just the way they are and don't want people to rock the boat or take chances. A creative person, or one coming from a loosely structured environment or a matrix organization, may not fit well with a company with formal protocols, strict rules and regulations, and needing permission to do most anything. I personally recall interviewing for my first job at Eastman Kodak (once a Fortune 500 darling), and was told "kid, just keep your nose clean and in 40 years you will get a gold watch". They refused to adapt to a rapidly changing world where iPhones were replacing cameras and film was becoming a thing of the past; that attitude resulted in going from \$16 billion in sales in 1996 to \$1 billion now.

Then there are places like Coca-Cola that stayed with its basic business and went from \$23 billion in 2005 to \$33 billion currently. This is a compounded growth rate of 2.5%/year, which is not very good when adjusted for inflation, but the company knows its audience and people still love to drink colas. Coca Cola still dominates the market along with Pepsi and does enough advertising, tweaking (i.e. diet Coke) and buying up the competition to remain "the real thing" and a universal brand name around the world - this is a culture where people who follow the rules do well.

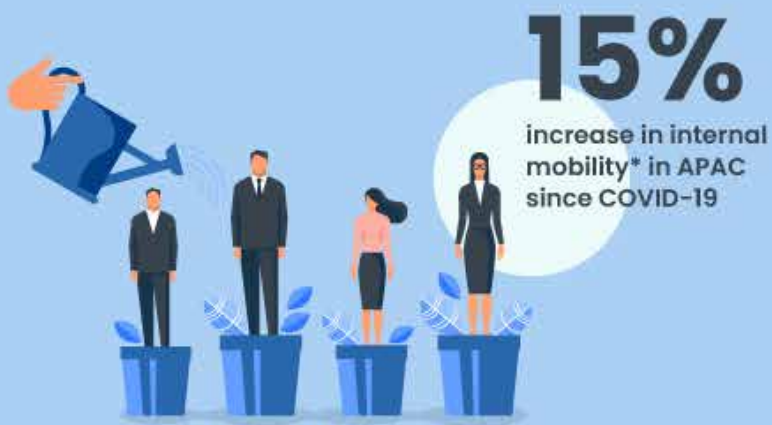
The difficulty is in finding out if a person will be a good fit or not. One can use personality tests, reference checks and in-house interviews to try to find this out, but there is no magic bullet. The best approach is to use all three and come up with a consensus, with multiple in-depth interviews usually being the most reliable indicator. People are on their best interviewing behavior for their first interview or two. It is only through the attrition process of wearing someone down via well designed multiple interviews that one gets past the programmed veneer to get a job and find out what the applicant is really about and will they fit the culture. Companies like Google often takes this process to an extreme with an excessive number of interviews - one or two does not do the job. When one calculates the cost of failure in hiring again and again for the same position, the time spent in doing the job right becomes clear.



Mike Neidle is President of Optimal Management Inc. started in 1994 see ([www.optimal-mgt.com](http://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.

## The Future of Recruiting

How COVID-19 is transforming recruiting



\*Internal mobility rate calculated as internal transitions made to dissimilar roles in the organisation as a percentage of all transitions.



LinkedIn, The Future of Recruiting: Asia-Pacific report, 2020

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## Young, Banks Recognized by NPAworldwide

GRAND RAPIDS, MICHIGAN, USA – April 20, 2021 – NPAworldwide is pleased to announce the following recruiters have earned Gold or Platinum distinction in the organization's Recruiter Achievement Status program:

Platinum Recruiter Achievement Status:

Steve Young, CSR, ([www.Career-Solution-Resource.com](http://www.Career-Solution-Resource.com))  
Owensboro, Kentucky, USA

Gold Recruiter Achievement Status:

Gary Banks, Grow Advisors Pty Ltd ([www.growadvisors.com.au](http://www.growadvisors.com.au)),  
Brisbane, Queensland, Australia

The Recruiter Achievement Status program is a lifetime achievement program for NPAworldwide members. The Platinum level represents cumulative salary totals of at least US \$5 million, while Gold represents cumulative salary totals of at least US \$2 million.

"Member recruiters who have reached the Gold or Platinum distinction or higher represent less than 10% of our entire membership," reported president Dave Nerz. "Reaching this level of achievement is a testament to both personal productivity and network tenure. It is a significant accomplishment."

NPAworldwide recognizes six levels of performance through the Recruiter Achievement Status program. Platinum Premier is the highest level, followed by Double Platinum, Platinum, Gold, Silver, and Bronze.

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](http://www.npaworldwide.com) or [www.npaworldwideworks.com](http://www.npaworldwideworks.com).

## Staffing Employment Steady in April

Staffing employment for the week of April 12–18 rose 1.4% from the prior week, increasing to a rounded value of 94, according to the ASA Staffing Index. Although there were 55.9% more temporary and contract jobs compared with the same week in 2020, staffing employment levels were steady (+0.3%) relative to the same period in 2019. Covid-19 continues to be mentioned as a factor limiting even further growth.

New starts inched up 0.3% on average, with just under half (47%) of staffing companies reporting gains in new assignments week-to-week.

The ASA Staffing Index four-week moving average maintained a rounded value of 93, for the third consecutive reporting period. Temporary and contract staffing employment mid-March through mid-April expanded 44% compared with the pandemic lows during the same period in 2020.

"Staffing jobs are holding steady and are comparable with 2019 levels—strong evidence of the continued demand for staffing services following the pandemic, when employment plunged to historic lows," said Cynthia Davidson, senior director of research for the American Staffing Association.

This week, containing the 12th day of the month, will be used in the April monthly employment situation report scheduled to be issued by the U.S. Bureau of Labor Statistics on May 7.

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](http://americanstaffing.net/index). Or follow ASA research on Twitter.

## SearchPath Global – Recruiting, Staffing & Talent Management Franchise System Posted Record Growth In Every Category In Q1 – 2021

Cleveland, Ohio, April 26, 2021, Despite the downturn in global economies as a result of the COVID-19 Pandemic, both the Executive Search and Staffing employment opportunities are expected to grow aggressively through 2025. The talent management global market is \$498 Billion dollars and growing by double digits every year.

At the top of the industry is SearchPath Global, exceeding expectations:

Q1 2021 candidate placements up 106% over Q1 2020

Q1 2021 billings up 105% over Q1 2020

Q1 2021 cash in up 85% over Q1 2020

Increased Franchise Sales 1500% in the US and Canada.

SearchPath® is on pace to reach 100 Franchises in 2021. SearchPath® provides its franchisees with a leading-edge platform that includes the field support, training, technology solutions, operations, and professional development resources required to build a talent acquisition business, based on best practices. The SearchPath Global Network is comprised of successful, entrepreneurial professionals, whose leadership is an authority in the executive search and contract staffing industry.

During a recent interview, Jon Bartos, President of SearchPath Global made these comments, "Our Executive Team at SearchPath took an in-depth look at the franchise value proposition offered not only in the recruiting and staffing industry but also franchising in general. We did not want to be just another one-size fits all, single solution business opportunity."

He goes on to say, "We created the best initial training program to get new owners a quick start. We significantly improved the weekly group coaching and monthly one-on-one mentoring by adding the best coaches in the industry and backed it up with a BLEEDING EDGE proprietary performance analytics solution – for the LIFE OF THE FRANCHISE. We then added 10 client solutions to allow our franchisees to solve every talent problem in business today including retained search, contract staffing, Inter-Executive placement, nearshoring, RPO and more."

For franchise information, visit: <http://www.searchpath.com>





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Editor: Pat Turner  
Art Director: Tiffany Turner  
Advertising : Rick Turner

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