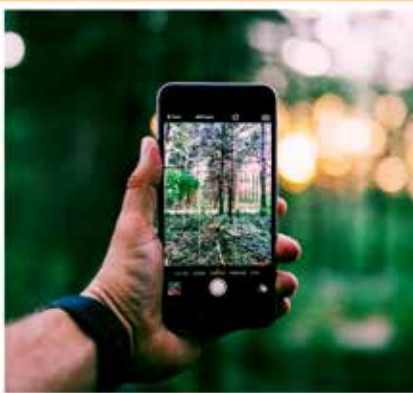# How to Build a Killer Sales Workflow for Staffing

Decreasing Candidate Drop-Off Rates Through Mobile Recruiting

The Set-Up: Brand Messaging for Staffing and Recruiting Agencies

Which Hiring Expenses are Tax Deductible

Q&A with Jason Hayes, VP of Employer Sales at iHire

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EMINFO

home   articles   issues   directory   events calendar   subscription

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Mike

Contents

In Every Issue. . .

Letter From The Editor

Virtual meetings and events are still happening but face to face meetings are starting to come back as early as this summer and particularly fall conferences. Which will your company do? Are you sending employees to face to face events yet? Are your employees asking to still work virtual? These and many more questions are yet to be answered. Only time will tell. For sure, there are many different opinions with varing degrees of concern.

Staying in tune with your employees, clients and candidates is important. Developing a plan of action to address the after pandemic way of doing business would be smart.

In this issue, several authors share insights on how to navigate the ever changing work environment that is following the pandemic. Will it ever return to pre-pandemic ways? Hardly, would be the answer. But perhaps what industry you are serving will depend on the depth of change that you could be handling. Out of adversity comes creativity. Advancement of some technologies and their use, like zoom meetings have become the acceptable solution. Just be sure you set standards, in dress, professional image and have a backup plan for when there are technical issues that impact the meeting.

Calling and connecting with valued clients also provides you with insight in how they are handling the qualified candidate shortage and what skills they are seeing change. How they are thinking to fill important slots with talent that may need to acquire some skills development. Aaron Elder, CEO & co-founder of Crelate, offers some interesting ideas in an article about Applicants' Transferable Velocity.

As always we welcome your comments. Until next time, happy recruiting….

Pat Turner

DID YOU KNOW?

* In 2020, a study performed by Appcast showed that 60.7% of job applications were completed on a mobile device compared to 39.3 on desktop. Desktop apply rates also decreased by 6.7% and mobile apply rates increased by 21.2% in 2020 compared to 2019. pg 5

* It's important to differentiate your brand promise from your company values. A brand promise is more of a statement of who you are, and the services or product you offer. pg 8

* If your business met the requirements for the new Employee Retention Tax credit, it offers a 50% tax credit for the first $10,000 per qualified employee. pg 9

* iHire is a recruitment marketing platform with 57 industry-focused talent communities, including iHireChefs, iHireTechnology, and iHireDental, to name just a few. Our difference lies in our industry-specific approach – by narrowing their search to candidates within a specific sector, staffing firms can source qualified talent faster than they would when using a large, general job board. pg 11

* Help your candidates understand what is great/challenging/opportunistic/exciting (you pick the adjective) about the opportunity. Let them understand how they could come in and look like a hero if they do x, y, and z. pg 15

* Demand a high level of performance from your team in every aspect of your service. Develop procedures to ensure that it is consistently delivered and turn every process into a checklist, so nothing slips through the cracks. pg 17

* Sense is one of over 60 pre-integrated partners that Avionté customers can connect with through Avionté+. Other examples include the Haley Marketing Group integration for digital and traditional marketing services, the AdobeSign integration for quick and compliant e-signatures, and the WorkN integration which allows you to create a centralized mobile experience with a white-labeled mobile app.
 pg 20

3

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Decreasing Candidate Drop-Off Rates Through Mobile Recruiting

By Jennifer Roeslmeier

Mobile recruiting is certainly not a new concept in the staffing and recruiting industry. In the past 10 years, implementing mobile recruiting tactics has become increasingly more important for recruiting success! In the current candidate driven market though it is even more essential to keep candidates engaged throughout the whole recruiting funnel. From the initial application process, to communication throughout, statistics show the importance of giving candidates a mobile, user friendly experience to help decrease drop-off rates. In this article we will explore the benefits of having a mobile friendly application and utilizing SMS messaging as a form of communication with candidates. We will also explore the fancy world of Chatbots and how exactly they can come into play within our mobile recruiting strategies!

The Mobile Friendly Application

In 2020, a study performed by Appcast showed that 60.7% of job applications were completed on a mobile device compared to 39.3% on desktop. Desktop apply rates also decreased by 6.7% and mobile apply rates increased by 21.2% in 2020 compared to 2019. There is no denying that more and more applicants are applying on mobile devices versus a desktop computer. Creating a short and user-friendly mobile application is one way to motivate mobile applicants to finish the application. Candidates who are applying on their mobile device are on the go and want to be able to go through the application with the least number of clicks. A Glassdoor study showed that mobile job seekers completed 53% fewer applications. That same study showed that promoting a job opening as mobile-friendly can increase the number of job applicants by 11.6%!

Some questions to consider for a mobile application:

- Does your mobile application have the ability to submit a resume and parse it into your system? If so, does the applicant need to go through filling out the information already on the resume, such as job history and education?

- Can you wait on collecting certain information from the candidate in the initial application process? If so, this can help shorten the application to help ensure more candidates complete it.

Even though collecting as much information as possible is helpful from a recruiting standpoint, it can also deter applicants from finishing the mobile application because it is too long. Shortening the mobile application can help increase the number of applications being completed and coming into the system.

This is especially critical now when candidates have the upper hand and have a number of job opportunities available to them.

SMS Messaging with Candidates

Texts are something you normally exchange with friends or family, but in the past several years texting has become a popular form of communication with candidates even. Statistics even show there are many advantages of sending a text message over emailing or calling. According to our partner Text-Em-All, the average email has only an 18% open rate, where the average text has a 98% read rate. A study performed by EZ Texting also showed that 78% of people respond to texts in 10 minutes or less. Robocalls and spam calls have become a greater issue as well, where less people answer phones from unknown numbers. A survey conducted for Hiya revealed that 94% of individuals let unidentified incoming calls go unanswered. Text-Em-All also reports that only 60% of voicemails are listened to and a Message Desk survey found that individuals are 4 times more likely to respond to a text message than call back.

Does this mean that email and phone call communication should be eliminated from recruiting strategies? Not necessarily, but it can be a great way to complement it. One of the main advantages of SMS messaging is that your message will be seen sooner and you will more likely receive a response (and a quicker one.) This is a big advantage for recruiters as they are trying to fill positions quickly and efficiently. It's also an advantage for the candidate, because you are communicating in a way that's easy for them to respond, especially if they currently have a job. It is much harder to respond back via an email or phone call during the working hours.

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One of the main takeaways though for SMS Messaging is that it helps keep the candidates you are working with engaged with your conversations if they are seeing your message almost immediately. They are more likely to respond and stay in the recruiting funnel versus ghosting your messages. Many ATS providers, have partnerships with SMS messaging companies that allow for two-way text and broadcast messaging. Having a built-in ATS integration streamlines your communication and often times will record all messages being sent in the candidate's record. Some ATS integrations even offer a "job accept" feature that allows candidates to accept a job offer right from the text message, eliminating time communicating back and forth, and increasing the chances of a candidate finishing the recruiting cycle and getting placed.

Chatbots through SMS Messaging

Chatbots are one of the latest trends in the staffing and recruiting industry. Some may ask though, what is a Chatbot exactly and how is it used in recruiting? It's simply an automated bot that allows you to communicate with candidates. Some may think it sounds impersonal, but really Chatbots can help increase engagement among candidates, while eliminating manual tasks for recruiters.

How can Chatbots come into play?

1. *ChabBots are available 24/7.* The best time for candidates to reach out may be after regular business hours. A Chatbot can take the place of a human to help answer questions the candidate has through Natural Language. No matter what time of day, candidates will be able to receive a response back to keep them engaged and interested.

2. *Chatbots can also screen candidates and schedule interviews.* Once an application is submitted, candidates can automatically receive a text message from a Chatbot with a number of pre-liminary questions to screen the candidate. If they seem like a good fit, some Chatbots can automatically schedule an interview on the recruiter's calendar. This drives efficiency, saves time, and eliminates manual work for the recruiter. It also helps speed up the application and interviewing process for the candidate, so they are less likely to drop-off due to the process moving too slowly.

3. *Chatbots can also gather information not included in your mobile application.* If there is additional information you want to gather from a candidate who submitted their application on mobile, Chatbots can automatically gather that information for you during the screening process.

These are just a few of the ways that Chatbots can come into play in your recruiting strategy. Overall, they can help increase candidate engagement and decrease drop-off rates by communicating with candidates 24 hours a day and speeding up manual processes. Once the candidate is placed though, there are even more ways to incorporate Chatbots and continue automated check-in communication with candidates.

Your next question may be, how can you implement a Chatbot? A good place to start is with your ATS provider. Some ATS's have a Chatbot integration that will automatically pull the information from your database to send messages. Having an integration with your ATS will help streamline the Chatbot communication and once again record the chats for you in the candidate's record.

Mobile Recruiting in Today's Market

Mobile recruiting is even more important now in the current candidate driven market. Implementing different mobile strategies such as mobile applications, SMS messaging, and Chatbots are all ways to increase candidate engagement throughout the recruiting funnel and decrease drop-off rates.

Have questions or want to learn more about the mobile recruiting strategies discussed above? Contact Automated Business Designs here.

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.

Brand Credibility
The Set-Up: Brand Messaging for Staffing and Recruiting Agencies

By Tony Sorensen

Want to know the fastest, most sure-fire way to build brand credibility for your staffing/recruiting firm? The formula is simple:

1. Invest in your brand identity
2. Create credibility with follow-through

In this blog, we'll discuss why building your brand should be seen as investment. In the next installation in our series, we examine how to create brand credibility by living out the same values your business partners are looking for in their job-seekers and recruits:

- Professionalism
- Authenticity
- Honesty
- Adaptability
- Expertise
- Reliability

By following through on your company values you will then be able to reap the many benefits of solid brand credibility.

Why Brand Credibility for Staffing and Recruiting is so Important

If your staffing or recruiting agency isn't building brand credibility that projects the same qualities you're committed to nurturing in your clients and in your talent, you are missing out.

Brand credibility – especially for staffing and recruiting agencies – is the best way to turn potential clients into actual clients. What's even better, companies that go all-in on their brand strategy are best positioned to realize the rewards of a fully credible brand *for the long term*.

Broken brand credibility for a company could be ruinous. At Parqa, we like to compare it to attending a client meeting in sweatpants and a sweatshirt. Not only can bad branding repel valuable leads, but in the highly competitive market of staffing and recruiting, where so many other agencies are constantly jostling for a leg-up, an inconsistent brand could relegate your business to obscurity in short order.

Not to mention, the damage caused by an inconsistent brand message can have lasting effects that are very difficult to overcome.

How Inconsistent Branding Can Compromise Credibility

Inconsistent branding might not be something that is clear right away – but sometimes, it's plain and simple. Here are a few ways you can diagnose whether your staffing or recruiting firm is suffering from an inconsistent brand.

The obvious indicators are things like:

- Misuse of your company logo
- Inconsistent color schemes or font hierarchy
- Different taglines used on your website than in social media content
- Discrepancies in the tone, voice and personality of your content marketing efforts
- Inconsistency in the language each of your internal teams uses when talking to clients and candidates

However, in many cases, it's more a gut feeling or a broken experience. That's the feeling or question that arises when, for example, a marketing agency that specializes in social media

management has no social media presence for itself. Or a search company that focuses in recruiting technology leadership roles, but has a clunky, outdated website.

It might seem like a small thing, but a broken brand experience can carry enough weight to completely dismantle the brand's credibility. If the agency's messaging is inconsistent, it would be reasonable to assume that the quality of the agency's talent would also be lacking.

Do The Work and Brand Credibility Will Follow

Think of building your brand as an investment. Credibility is the payoff.

This is modeled every day in staffing and recruiting. With every job placement, there is a period of investing time and resources to train a new hire and get them up to speed. The idea being, eventually the new hire will catch on and get to work and accomplish great things. The same goes for your brand.

When you put the time and effort into building your brand – intentionally and strategically – eventually your brand will build and retain credibility. It will take a lot less effort to maintain solid brand credibility than to repair the damage caused by a broken brand promise.

The Connection Between Your Brand Promise and Company Values

It's important to differentiate your brand promise from your company values. A brand promise is more of a statement of who you are, and the services or product you offer. Some good examples of well-known brand promises:

- · Mcdonald's: "To provide simple easy enjoyment to every customer visit."
- · Nike: "To bring inspiration and innovation to every

athlete in the world."
- · Starbucks: "To inspire and nurture the human spirit – one person, one cup, and one neighborhood at a time."

Your company values, on the other hand, are critical to your brand credibility. Your values and the length to which you follow through on those values can either give your brand legs or undercut its credibility.

Following Through on Your Company Values

If branding is all about telling the world who you are and what you stand for, then following through on your company values completes the message and builds credibility. We believe this is the most effective way to create buy-in among your potential clients, stakeholders and job seekers.

Stay tuned for part two of our series, where we go more in-depth on how to build credibility by investing in your brand and doing the work so that later, your business can enjoy the benefits (and all the leads) of a unique and outstanding brand.

Discover the world of branding for staffing and recruiting agencies. Download Parqa's eBook on brand strategy to learn more.

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

Which Hiring Expenses are Tax Deductible

Starting off with the big stuff, many businesses took out a Paycheck Protection Program loan to help get them through the downturn of 2020, which the majority of staffing firms felt. The most recent guidance issued on 1/6/21 allowed deductions for the payments of eligible expenses when such payments would result in the forgiveness of a loan under the PPP.

The news release from the IRS shared that "The COVID-related Tax Relief Act of 2020 amended the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) to say that no deduction is denied, no tax attribute is reduced, and no basis increase is denied by reason of the exclusion from gross income of the forgiveness of an eligible recipient's covered loan. This change applies to taxable years ending after March 27, 2020."

The CARES Act

The Coronavirus Aid, Relief, and Economic Security - CARES Act provided further tax credits and relief to businesses suffering from the impact of Covid-19. If your business met the requirements for the new Employee Retention Tax credit, it offers a 50% tax credit for the first $10,000 per qualified employee.

Also, the employer portion of federal tax payments owed in 2020 can be deferred over the next two years. And, if you were due to receive a corporate alternative minimum tax (AMT) credit at the end of this year, you can instead claim your refund, now. Business interest expense deductions also increased from 30% to 50% of taxable income and companies who worked on improving their facilities are able to write off those expenses immediately.

The Work Opportunity Tax Credit (WOTC)

"The Work Opportunity Tax Credit (WOTC) is a federal tax credit available to employers for hiring individuals from certain targeted groups who have consistently faced significant barriers to employment," according to the IRS.

The WOTC goes all the way back to 1996 and has been extended multiple times since with the most recent Consolidated Appropriate Act 2021 authorizing WOTC through December 2025.. This program joins other workforce programs that aid access to good jobs for American workers and furthers diversity.

The WOTC program has been very popular with staffing firms where tax credits up to $9,600 for each qualifying employee hired have been received, with no limit on the number of qualifying temporary employees.

Other Tax-Deductible Expenses for 2020

Here's 8 additional tax deductible expenses that your staffing firm can benefit from:

1. Taxable Fringe Benefits
Taxable fringe benefits are deductible as taxable compensation according to Barbara Weltmen, a small business tax expert. "Taxable compensation includes wages, salary, commissions, and bonuses. It also includes certain taxable fringe benefits, such as reimbursement for moving expenses. Taxable fringe benefits are deductible as taxable compensation."

2. Employment Taxes
Employment taxes including social security, FICA, FUTA and state unemployment taxes of the employer's share, are tax deductible.

3. Medical Coverage
Medical coverage, qualified retirement plans and other fringe benefits are tax-free to employees and employers can usually deduct the cost of them.

4. Recruitment Advertising
Recruitment includes paid ad placement online, in newspapers, trade publications, on the radio, television or any other form of broadcast, as well as paid subscriptions to job boards.

5. Career Fairs
Paid booth space and any associated costs with running the career fair booth (electrical, internet, etc.), printing expenses for informational handouts, giveaways (chachkies), and even branded clothing costs can be tax deductible. If you frequently attend job fairs and hiring events, you may even invest in an actual booth, versus setting up shop on a provided card table. The expense for the booth may also be tax deductible.

6. Travel Expenses
Travel expenses include mileage driven in company cars or related expenses for employees to use the personal vehicles to get to career fairs or other hiring events. For out-of-state events or hiring-related educational seminars/conferences/training sessions, airfare, hotel expenses, meals and transportation costs may be deductible, as is the expense for the event itself, if required to pay a fee.

7. Memberships/Dues
Memberships/Dues include expenses relating to members of your staff being belonging to networking opportunities—such as staffing-related local or national organizations or societies.

8. Website Expenses
Any costs associated with building your website and maintaining it (URL registration, monthly hosting costs, etc.), as well as staffing agency software costs and/or fees can be tax deductible.

Contact COATS Today for Top-of-the-Line Staffing Software

In addition to being a deduction for your agency, staffing company software from COATS can also help you track your hiring expenses throughout the year and integrate them across multiple departments within your company. Expenses can be easily accessed by your Accounting Department, as can employee payment information and accounts billable data.

Everything your bookkeeping, accounting and/or tax professionals will need to file your taxes, send out W-2s and 1099s, and Profit and Loss Reporting is easily available. Plus, with customizable options, we're poised to provide you with the best staffing agency software available. Contact us today to learn how we can help your business!

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.

Q&A with Jason Hayes,
VP of Employer Sales at iHire

With millions of job seekers returning to the workforce in the wake of COVID-19, finding the right candidates means wading through piles of resumes and sifting through dozens upon dozens of irrelevant, unqualified applicants. Therefore, staffing firms are looking for ways to optimize their sourcing and hire faster.

One online recruitment platform poised to help staffers overcome these challenges is iHire. We recently spoke with iHire's VP of Employer Sales, Jason Hayes, to catch up on the company's ever-expanding sourcing solutions, continued business growth, and outlook for the staffing industry.

EMInfo: Tell us more about iHire. How do you fit into the staffing and recruitment marketplace?

JH: iHire is a recruitment marketing platform with 57 industry-focused talent communities, including iHireChefs, iHireTechnology, and iHireDental, to name just a few. Our difference lies in our industry-specific approach – by narrowing their search to candidates within a specific sector, staffing firms can source qualified talent faster than they would when using a large, general job board.

Yes, this approach can yield fewer candidates, but we're believers in the mantra, "quality over quantity," in recruiting. You may receive three or four applicants for a job posted on iHire, but those candidates are likely to be unique, high-quality, career-driven professionals who meet your requisites.

As far as the marketplace goes, staffing firms like to think of iHire as another powerful tool in their recruiting toolboxes. However, we don't necessarily replace the use of other job boards. We come into play when firms want to ensure they're finding all available qualified talent – there is minimal overlap with candidates on iHire and candidates on other job boards.

EMInfo: What makes candidates on iHire so unique?

JH: Because we're industry-specific, our job seekers tend to be committed to pursuing a particular type of career. They find their "home" in one of our communities and return to us every time they need to look for work. In fact, we conducted a study back in 2019 that showed 71% of our members don't use some of the large, general job boards. Today, we have over 14 million members across our 57 industries, and more than 3 million searchable resumes in our database.

EMInfo: What solutions and services do you offer for staffing firms?

JH: Our suite of recruitment marketing solutions is ideal for staffing firms and direct employers alike. We offer subscription-based job postings (Job Slots) that allow users to swap ads in and out as their hiring needs change, as well as automated postings (Job Wrap) that capture multiple jobs from an XML feed or career site URL and post them to the appropriate talent communities. All job postings come with branded email alerts, automatic search engine refreshes every 15 days, additional exposure on partner sites, a free company profile, and more.

Our Resume Search solution is also a favorite amongst staffing organizations, as users can search, comment on, organize, tag, and filter candidates. The biggest advantage of our Resume Search is that it allows for unlimited resume views. So, instead of purchasing views of potentially unqualified candidates, users can first look at the job seeker's work history and then decide if they want to unlock that candidate's contact information. (Plus, we integrate seamlessly with many top applicant tracking systems – another feature of importance to most staffing firms.)

EMInfo: What's new at iHire?

JH: We just introduced candidate messaging tools and templates so that recruiters can directly connect with prospective hires right within out platform. This is one way we're

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helping address the "resume black hole" – where hiring personnel do not respond to applicants. By simplifying candidate communication, we can help staffing firms maintain a positive candidate experience and save time.

More recently, we acquired WorkInSports, a leading employment hub of the sports industry. WorkInSports is now officially our 57th industry-focused community, and we're excited to connect sports-minded talent with our growing customer base of hiring organizations.

EMInfo: What challenges do you see the staffing industry facing throughout the remainder of the year? How is iHire poised to help them address those challenges?

JH: Even pre-COVID, staffing firms struggled to find qualified talent. This challenge has become more prominent due to the influx of applicants as laid-off professionals return to the workforce. Many job seekers are even making complete career changes because of COVID's devastating effect on their industry (culinary, hospitality, etc.), while others are delaying or coming out of retirement due to the financial impact of the pandemic.

With a broader talent pool, staffing firms can rely on iHire to cut through the noise and zero in on candidates that meet their clients' hiring needs – saving them time and resources in the process. Our flexible job postings, Resume Search, messaging tools, ATS integrations, and email alerts with matching candidates are all designed for quicker, more efficient sourcing.

To learn more about iHire's staffing solutions, visit https://go.ihire.com/85wc.

![Evergreen Contract Resources logo]

Move Into The Fast Lane…With Temp And Contract Placements!

By Judy Collins

Today's jobs market is in a rapid state of flux and shows no sign of slowing down. According to polls cited by *Quartz at Work*, "…workers around the world are going to launch an epic game of musical chairs once offices open again and mass vaccinations bring the pandemic under control." In this fast-paced market, people are changing jobs at a higher rate than before. *Quartz* cites a study by *Prudential* in which they "…found that 25% of US employees expect to look for a new employer once the threat of the pandemic has decreased." This scenario presents opportunities for recruiters to significantly increase their placements. So be aware of this trend and position yourself to take advantage and better serve your clients.

Remote working is one of the factors driving this scenario. For some, remote working is a blessing in that it gives them more flexibility and freedom, allows them to avoid onerous commutes, and generally improves their lifestyle. This pool of employees, having tasted the joys of remote work, may not want to return to the office and may be driven to find a new position. Opportunity! For others, the social interaction, human bonding, and camaraderie of the workplace is sorely missed. They may also wish to escape the feeling of being cooped up at home and are ready to get back with the Team in the office. With many employers realizing that they can significantly reduce their overhead burdens by minimizing the costs of maintaining office space, there will be pressure on employees to stay with remote working. This group of employees may choose to change jobs. Again, opportunity!

Another driver of the present flux in the market is the effect of Federal government supplemental unemployment benefits programs ($300/week extra). For many people, this provides a disincentive to return to work. With many states plagued by labor shortages, there is movement to stop participating in these supplemental plans and encourage people to go back to work. At the time of this writing, about 21 states are set to stop participating in the near term. As the work disincentives are reduced, the tide of people who want to reenter the work force will continue to rise. In many cases these people may not be able to return to their previous employer because their old job has been filled, or because the work does not meet their new expectations (remote vs. office).

Yet another factor is that companies are re-adjusting their staff to reduce operating costs by releasing people that don't fit in with the team or lack the proper skill set. They are also adding new staff where necessary. According to *ASA Staffing*, new starts expanded an average of 9.3% over last year, with half of staffing firms reporting gains in new assignments. In the face of this high demand for skilled people companies rely even more on recruiters to find qualified people. Where companies have had contract workers who proved to be a good fit, conversions from contract to direct hire are also increasing. Recruiters should note that placing contract workers who ultimately go direct is an excellent means of building your business. You can earn an income stream while the employee is under contract and then collect a conversion fee when, or if, the employee is converted to direct hire. Regardless, you make your full fee.

Judy Collins

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NAPS Harold B. Nelson Lifetime Achievement Award Winner

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

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

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

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

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

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

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

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

Coach Mike

The Power of Storytelling

By Chris Heinz

One of the greatest elements of effective recruiting is storytelling!

Most of you reading this are in the Recruitment field, but it doesn't matter if you are a Recruiter/Talent Access Professional like myself and my team, or the person interviewing someone they need to hire for their company. If you aren't good at storytelling, you aren't maximizing your opportunity to attract the potential person you want.

There's an old saying in sales: "Facts tell and stories sell." That is just as true today as it was when it was said years ago.

BLAH, BLAH, BLAH

That's what I know I've sounded like when I wasn't doing a good job selling the opportunity. I'm sure that'd never happened to you though!

When you are talking with a candidate via zoom, phone, or in person, are you telling them... how long the company has been in existence, the number of people it employs, their standing in the industry, blah, blah, blah?

Or...are you sharing a story about WHY the company is great...HOW they treat their employees...WHAT they stand for?

Do you share EXAMPLES that back these stories up?

Yes, there is a time to tell the facts and features. But, when you are trying to convince a typically sought-after professional that this company is the right place for them, these facts will NOT persuade them to listen further.

COMPONENTS OF A GREAT STORY

When we talk about telling a great story, I'm not talking about the fictional kind. I'm talking about a story that sells the greatest aspects of the OPPORTUNITY. People don't go to work for facts or desks or just for free coffee (that might be tempting).

They will consider making a move if the opportunity:
- Is better than their current role
- Is more stable/has more growth than their current role
- Has a better team than their current role
- Closer/remote than their current role
- Is the compensation package better
- Is there more security with the new position

When crafting a great story about the opportunity, I've always followed the C-O-B model. No, I'm not talking about corn on the cob, but "Company-Opportunity-Boss."

Company

Yes, you should let them know if the company has been around a long time. Yes, you should tell them if they are a category leader. Yes, you should explain sales volume (if appropriate). But, far too many recruiters just stop there.

You should give them examples (stories) about WHY they are a great company. Give examples of HOW they treat their staff. Explain WHAT others think about them. These are compelling reasons for someone to want to learn more about this company so they can decide if this is the type of company they might want to work for.

Opportunity

The opportunity portion of the story is NOT the job title. While the responsibilities might be similar between different companies for similar roles, that is not an effective story.

Help your candidates understand what is great/challenging/opportunistic/exciting (you pick the adjective) about the opportunity. Let them understand how they could come in and look like a hero if they do x, y, and z. Even better, share how a previous hire was

quickly promoted because they did similar things.

These are the types of stories that will get the prospective candidate to pause for a moment longer and potentially envision themselves in the role. A job title does not. After all, they already have one of those.

Boss

While I'm not crazy about the title "boss," I stick with it because C-O-B is easier to remember than C-O-L (Leader).

There are always fluff lines that are said about the boss: "They have an open-door policy." (no boss has ever said they have a closed-door policy); "They aren't a micromanager." (few bosses would actually say they are a micromanager).

The better stories you can share about the person they'd be reporting to along with those above them, the more you will draw them in. Can you share their rise in the company? Can you share a story about their true leadership style? Is there a great story about how they interact with their team?

Speaking of teams, make sure to share compelling stories about the team they'd be working with. The reality is that people review new opportunities and evaluate if this is:

- A company they want to work for…
- A leader who can inspire them and help them grow/become a mentor...
- A team that believes they'll get along with and prosper working well with...

Maybe an even better approach is calling it C-O-T ... T stands for Team!

BRING IT ALL TOGETHER

These stories, if told effectively, can be powerful in every element of your recruiting process: ads, interviews, an employment-engagement section of your website.

A word of caution: be careful not to be too long. It would be easy to string these stories together and next thing you know, you're 15 minutes in and they haven't spoken once. Have stories ready for each of the segments of conversation. They don't need to be told concurrently. In fact, I'd discourage you from do so. Short and concise is the most effective.

This means one thing: you must be prepared and you must practice your storytelling techniques. If not, you will be swallowed whole by the dreaded "umms" and "ahhs." If you are prepared, you also won't fall into the 'make stuff up trap. You never want to pull stories out of your 'you know where' ('your hair' is what I was thinking -- get your mind out of the gutter) because they will bite you most times.

A powerful story about your opportunity where you eloquently describe why and how this is a truly incredible opportunity will get the prospective candidate listening. If they start listening, you can draw them in with more factual stories. Once you start learning about **their** story and what is missing from an ideal scenario, you can bridge the two together.

Draw them in...get them listening...Tell more stories!

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

Clients Can Make Or Break Your Business

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!

Does your company represent the best clients? Do you have clients you need to upgrade? Is your sales team writing business that should have never been written? Do your current clients provide you with the lifestyle and profits you envisioned?

Everyone is competing for the same top talent. Your company must represent the clients your candidates prefer. You must know your best business and continue to upgrade your clients.

1. Deepen Your Relationship

Nurture your clients, focus on emotional bonds, and make relationships personal so that your customers will have a hard time letting go. When companies need to cut back on their hiring, they will maintain the sources who they view as a trusted advisor not just a vendor. It is critical you obtain detailed personal information on your clients.

2. Broaden Relationships

Network extensively within your client's company, limit your dependence on a single contact, and know all the hiring authorities throughout the entire company.

3. Consistency

Demand a high level of performance from your team in every aspect of your service. Develop procedures to ensure that it is consistently delivered and turn every process into a checklist, so nothing slips through the cracks. You need a system for every step in the placement process. Develop repeatable systems that increase your chance for success. Contact new prospects 6 times in 9 weeks to show your high interest level in representing them.

4. Customer Intelligence

Know more about the customer's business than they do. Strive to become more of a consultant vs. a vendor. Anticipate their needs and help them realize their objectives. Set up google alerts to identify hiring triggers.

5. Your Company Culture

The culture of your company should be customer focused. Quickly address and resolve the problems of the customer (both client and candidate). This attitude must be consistent throughout your entire organization. You never want to use the words "*It's our policy,*" that is the fastest way to lose clients.

6. Flexibility

Realize that your sales team is your front line, and you need to quickly accommodate the customer's requirements. Commit to providing continued training on basics and selling so that you are doing the best job of providing a service. Think outside | in which means you see your service through the eyes of the clients you serve.

Owners Outlook

If you want to know what subtle changes you need to make to land new business and increase sales with your current clients, just survey your clients and prospects. Also, deliver a prospectus in late November.

7.   Mistakes | Recovery Program

Mistakes do happen, but how you deal with them determines if your company keeps or loses clients. Create a process to handle problems quickly and efficiently. You should always under promise and over deliver. Go beyond what your customer was expecting.

It is important to represent the hot companies in your area of specialization. Your candidates will help you identify just who those companies are and why they want to work there. Teach your team to utilize this information to complete informed marketing presentations.

Corporations spend hundreds of thousands of dollars to create and implement their marketing plans. You do not need to spend money, but you do need to dedicate the time it takes to develop your best business profile and share it with your sales team. You should also know the projected hiring for each of your clients for the remainder of 2021. Now you have some idea of your job order, contract, or temporary assignment flow, which helps determine the number of new clients you should attract.

When you write business that mirrors the business you are currently filling you greatly increase the probability of successfully filling that business. You sales team needs your guidance on who to target, what business to write and just as importantly what business to turn away.

HOW TO BUILD A KILLER SALES WORKFLOW FOR STAFFING

We're entering an era of incredible opportunity for staffing, but will your firm be able to fill the pipeline? Do you have a sales workflow that enables reps to propel prospects from 'new lead' to 'new client?'

By Christopher Ryan

We're entering an era of incredible opportunity for staffing, but will your firm be able to fill the pipeline? Do you have a sales workflow that enables reps to propel prospects from 'new lead' to 'new client?'

The firm with the best grasp on the staffing and recruiting sales process will have an early competitive advantage. The companies that use scalable technologies will maintain their advantage long-term.

What makes a great sales workflow for staffing?

When it comes to the ideal sales workflow, you need a scalable and repeatable process that still provides a personalized touch. Sound difficult to do? It shouldn't.

The goal here is to provide the right message to the right person at the right time through the right channel. To do that, you'll need to understand who your buyer is, how they found you, and how they prefer to communicate.

Start by mapping out the buyer's journey for your client base. You need to determine:

· Who is your ideal client?
· What are the major pain points they have, and are you able to solve them?
· How are they finding your firm?
· Are they responsive to direct sales outreach, or do they prefer to own the conversation?
· What content or touch points propel them through the sales cycle?

When you have the answers here, then it's time to start thinking about your sales process. This process will vary depending on your business and your buyer's journey, but all sales tend to follow a similar path.

1. **Attract/identify** – You either attract potential buyers to your brand through marketing or word of mouth, or you have your sales teams source prospects through a prospecting workflow.

2. **Connect** – Once a prospect has been identified, you make first contact to collect qualifying information and gauge interest.

3. **Qualify** – Review the information collected in the first interaction to determine if this prospect will be a good fit for your firm.

4. **Engage** – If the prospect is qualified, then it's time to start engaging. Reach out, provide value, and entice them to schedule a meeting with seamless staffing sales outreach.

5. **Discovery** – This first meeting is all about research. Collect as much information as you can on the business, their needs, their goals, the challenges they face, and the timeline they expect to work within.

6. **Pitch** – Take all of the information that you've learned, put together a proposal, and pitch it to the stakeholders.

7. **Objection handling** – Answer any questions, comments, or concerns that arise from the pitch presentation.

8. **Signatures and close**– If it's a good fit for both parties, a contract will be signed and you can close the deal.

9. **Upsell** – Identify other opportunities for a sale, start at step 3, and work your way down the line for the upsell.

Once you've mapped your process, you can start planning the steps and communications required to meet the needs and expectations of your ideal client for each stage of the journey. Again, these will be unique based on your business and your buyer, but some common sense rules apply.

For example, if Tammi has just been identified as a potential customer, don't send her proposal information. Send her content that helps introduce her to the firm and the value you could provide. This shows that you not only understand where she's at in her process, but that you can meet her needs.

This detailed plan – from first interaction to final signature and all the touch-points in between – is your sales workflow. Test it for a few months, make adjustments as needed, and grow your pipeline with qualified buyers.

What's the best tech for a sales workflow in the staffing industry?

There are a number of platforms out on the market that can help unify and automate your sales efforts, but only a handful actually focus on the unique needs of the staffing industry.

AviontéBOLD was developed specifically for staffing firms by staffing experts. It's an end-to-end solution that enables teams to win new clients, recruit the talent to fill the order, manage the workforce, and handle all back-office activity.

From a sales perspective, it offers everything from personalized dashboards and pipeline management to task and activity tracking and comprehensive sales analytics. With AviontéBOLD, you can build a scalable workflow that provides value to your team members, and your bottom line.5

AviontéBOLD is also complemented by Avionté+ – an extensive network of pre-vetted, pre-integrated, best-of-breed technologies that enable you to:

· Quickly scale your tech stack with proven partners that focus on the unique needs of the staffing industry.

· Trigger actions from multiple technologies with a single click in a single system of record.

· Put experience first for your teams, talent, and clients alike.

For example, Sense offers an all-in-one engagement platform that focuses on chat, text, and analytics. When combined with AviontéBOLD, your sales teams can trigger targeted messages to prospects, keep tabs on responses, engage further if there's interest, and lead the prospect further down the sales funnel all without leaving AviontéBOLD.

Sense is one of over 60 pre-integrated partners that Avionté customers can connect with through Avionté+. Other examples include the Haley Marketing Group integration for digital and traditional marketing services, the AdobeSign integration for quick and compliant e-signatures, and the WorkN integration which allows you to create a centralized mobile experience with a white-labeled mobile app.

If you're ready to upgrade your sales workflows with an end-to-end software for the staffing industry that offers additional power through best-of-breed integrations, then don't wait. Sell more with Avionté today.

EMINFO

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

Managing Sales and Recruiting
By Michael Neidle

A common problem in staffing is balancing sales and recruiting. This is more of a problem in temp (or contracting), instead of a direct hire firm where most people operate a full desk and the same person is handling both functions. So what are the difficulties that arise in balancing these two functions? Is it the resources that the sales team requires to fill the job orders they generate?

There are two basic models in temp. One where the sales rep has a pool of recruiters (sometimes known as a bullpen) who have the opportunity to fill an open JO and each person submits their candidate for the job, usually thru the sales rep, or sometimes directly to the client. Here there is usually a recruiting manager charged with the proper allocation of recruiting resources.

The other model is for a sales rep to manage his own recruiters, with his own sales reps who should from one to several recruiter's on his team then depending on his needs. This is often implemented in a hierarchical system, called a pod or a team, with a project manager (PM) at the top, business developers signing up new clients (BD), client relationship managers (CRM) tending to the needs of existing clients and recruiter sourcing candidates and filling JO's. Larger clients often use the latter model. The project manager may also function as the BD and CRM. Direct hire positions may be part of the pod or handled by full desk specialists, but the critical job of the BD may suffer due to the PM having to wear too many hats. One of the benefits of this approach is that the contribution of a pod is easy to measure (net contribution, which is margin, less the compensation cost of the team). As the PM's commission is measured by their contribution, not margin, they should not have more recruiters or other people then they need, which would reduce their commission. There, of course, are other models, but these are two of the most prevalent.

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.

In an arrangement using a recruiting pool, there still should be a recruiting manager who does not let everyone run toward the easiest to fill positions as the harder to fill JO's goes wanting. There should at be recruiters who specialize in filling certain types of JO's and other with different skill set and levels of experience. This is especially important in a general staffing firm who may work in multiple staffing niches from IT to LI and anything that comes thru the door. As a sidebar, broad based general staffing companies tend to have a lower market value than those who specialize.

To make the job of everyone transparent, metrics or (key performance indicators (KPI's) are tracked for every person be they in a recruiting pool, or in a pod. This can be converted from just KPI's to a profitability algorithm to determine any person's productivity as well as efficiency in generating margin $ for the company and which their compensation can be set. Productivity measures for things like the number of calls (conversation) a person makes/week and the JO's and candidates they generate (usually referenced to a target value) and trended over time with efficiency measures, such as fill ratio, duration of assignment, placements/send outs, etc. and financial performance indicators (FPI), such as bill and margin rate. When KPI and FPI are integrated they can generate profitability algorithms to optimize the performance of each person and reward them accordingly, zeroing in on the areas of weakness and working to improve them. For those who are given enough time to improve their performance but are not cut for their job, it provides management with documentation to make personnel changes. In addition, this can be used to maximize the contribution and profit of the company; even creating a strategic and tactical game plan, with the help of ancillary staffing modules.

A company in a dynamic market should match their culture with people who are curious, inventive and have the freedom to explore and be open to change. Companies in a static market should hire people who match their culture of following the rules and not possibly sacrificing the company's sacred cash cow(s) as long as their herd remains healthy.

Tap Applicants' Transferable Velocity to Bridge the Skill Gap and Accelerate Recruiting

By Aaron Elder

The U.S. economy is on the mend, with nearly a million hires in March alone. However, with April's addition of only 266,000 jobs, unemployment remains high – adding emphasis to how much more work there is left to do. The 9.7 million Americans who were jobless at the end of the first quarter are only part of the story; adding in discouraged individuals that have dropped out of the workforce, the underemployed and marginally attached workers brings the total to 17 million.

After experiencing several years of labor scarcities before the pandemic, one would think that recruiters should be having a field day mining talent from today's massive labor pool; however, that's not the reality on the ground.

To survive, employers have retooled since the start of the pandemic, adjusting to shifting consumer behaviors, new business practices, supply chain disruptions, a redistributed workforce and other challenges. Thousands of jobs vacated in 2020 are gone for good. Companies are not simply refilling vacated positions but are largely creating roles within new service offerings and new ways of doing business. Many of today's job openings call for skillsets that few available candidates are likely to possess.

Transferable Velocity: Bridging the Skill Gap

Organizations can bridge the skill gap by adopting a more flexible approach to evaluating candidate eligibility. Rather than compete head-to-head with other employers to find and hire individuals that already boast rare experience and specialized skillsets, recruiters and hiring managers can expand their options by sourcing candidates with the ability and motivation to reskill. We refer to this candidate quality as Transferable Velocity, which measures intrinsic skills and underlying drive that are applicable and movable from industry to industry.

It may help to picture transferrable velocity as an equation:

Transferable Velocity = accomplishments / time.

Evaluating transferable velocity requires a recruiter or hiring manager to discern where an individual is headed in their career. Their CV can provide a chronology, but the more revealing information – the story of *how* and *why* the individual achieved those accomplishments – typically will require an interview. Draw out these details with empirical questions, such as how the candidate approached an important project or dealt with setbacks. What did they learn, and how did they apply that to the next challenge?

The interviewer needs to understand how the candidate's accomplishments reflect innate skills that will serve them in any industry. Look for personal drive, effectiveness, problem solving and resilience in the face of challenges or failure. Have they achieved success, shown initiative to advance their skills and demonstrated raw talent that could be developed into new or enhanced skills through an effective onboarding or training program?

Once the hiring manager has formed a picture of the candidate's potential or trajectory, further questioning can establish whether that meshes with where the individual would like to be in, say, five years. If the candidate's trajectory and goals synchronize with the company's needs, then the screener has identified a high velocity candidate that is a match for skills and growth. Ring the bell!

If the candidate's five-year trajectory points to an endpoint in another industry, the recruiter or hiring manager must evaluate whether the individual's skillset is transferable. This will depend on the industries involved, skills, credentials and other factors. Assuming

the changeover would mean placing the candidate in a more junior role than they have reached in their own industry, will they be able to advance quickly enough to justify a career change?

This is a serious point for both the employer and candidate to consider. Placing a self-motivated, high achiever from one sector into an entry level position in a new field will often lead to the candidate dropping out in frustration before they have advanced significantly in their new pursuit. When a high-velocity candidate's skills suggest they will learn quickly and prosper in the new industry, however, they will likely welcome the opportunity and form a stronger bond with their new employer as the relationship grows their abilities and earning potential.

For recruiters, staffing companies and hiring managers, learning to identify strong candidates from industries outside the one for which they are hiring gives access to a larger talent pool with less competition for workers offering an exact skills match. To discover transferrable velocity in an even larger pool – the entirety of available labor – interviewers must look deeper. We refer to this group as offering Hidden Transferable Velocity, in contrast to the Obvious Transferable Velocity that positions a high achiever to rise in their field, or the Potential Transferable Velocity that can propel a candidate into a new industry.

Discovering Hidden Transferable Velocity

Transferable velocity can hide within sparse or even uninspiring resumes. By asking the right questions and taking time to ferret out the life stories and aspirations hidden behind an applicant's work history, interviewers will often discover highly motivated and determined individuals who have overcome significant challenges without giving in to defeat.

These candidates often present less knowledge of required skill set and may need guidance or assistance to deal with other factors, such as arrangements for reliable transportation or childcare. They may be attempting to restart their careers after leaving another industry, or be reentering the workforce after caring for an aging parent or rearing children. These histories are seldom evident from a resume but can reveal great determination and other strengths that speak to transferable velocity.

Effective software platforms can and should help recruiters measure and document the transferable skills, credentials and histories of individual candidates to significantly accelerate both the sourcing and initial matching process. But they cannot be the ultimate authority or a crutch that leads to overreliance on a machine to spot human potential. As candidates progress along their career trajectories, core platforms like an ATS and recruiting CRM should help to keep track of experience and skill development from role to role and company to company, ultimately giving recruiters and hiring managers the tools and insights to spot a great match faster than the competition.

Harnessing obvious, potential, and hidden transferable velocity opens an organization's long-term talent pipeline to a wide pool. Properly carried out, hiring based on transferable velocity is a win-win-win. The employer accesses untapped talent creating productivity faster than the competition. The candidate is able to jumpstart their career or move into a faster lane and get more enjoyment from their work. And in the larger picture, society wins by bridging the gap that separates so much of the workforce from in-demand job openings today.

Editor's Note: *Aaron is the CEO and founder of Crelate where he brings more than 25 years of experience in product development and technology consulting, and was a lead architect in building Microsoft Dynamics CRM, one of the largest CRM platforms in the world. Aaron has spent most of his career hiring and growing developers, in both the enterprise and start-up world, with much of that time in niche technology fields.*

73% of APAC talent professionals say diversity will be very important to the future of recruiting

55% of APAC talent professionals say adaptability will be the most important skill for recruiters over the next year

Fastest growing skills* for recruiters in 2020:

○ Personal development   ○ Decision-making

○ Diversity and Inclusion   ○ HR strategy

○ Talent pipelining

Skills growth is based on the increase of the share of recruiting professionals with these skills on their LinkedIn profiles in 2020 globally

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

Recruitment Firms The Albo Group and CB Secure Search

Join NPAworldwide

Two more recruitment firms have joined NPAworldwide in order to expand their capacity to serve clients and candidates.

The Albo Group, Inc. (www.thealbogroup.com), Detroit, Michigan, USA

Main specialty is sales, from sales representatives to VP-level, with secondary expertise in medical information technology

CB Secure Search (www.cbsecuresearch.com) Tampa, Florida, USA

Specialties include engineering (civil, mechanical, structural, electrical, power & utilities), IT security, IT security sales, network security, systems security engineers, information security, data protection

"Congratulations to these recruitment firms," said Dave Nerz, president of NPAworldwide. "By joining our global recruitment network, they are invested as owners. Membership in NPAworldwide allows executive recruitment firms to more effectively serve their clients and candidates by adding or increasing split placements."

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

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

Jeff McGraw is NPAworldwide Chairman's Award Recipient

Jeff McGraw of Reflex Staffing Solutions in Pittsburgh, Pennsylvania (USA), is the recipient of the 2021 NPAworldwide Chairman's Award. The Chairman's Award, established in 1996, recognizes a current or former NPAworldwide owner, manager, recruiter, or staff member, whose contributions and service to the network represent substantial and lasting benefit. Nominations are sought from the NPAworldwide membership, and the board of directors selects the recipient.

Reflex Staffing Solutions (www.reflexstaffing.com) in Pittsburgh joined NPAworldwide in December 2016. Mr. McGraw's NPAworldwide tenure began in 1995 when he purchased Pittsburgh firm Strauss Personnel Service, subsequently acquired by Callos.

"The Chairman's Award is the highest honor in our network. It is only bestowed to one member per year and is reserved for those who have gone 'above and beyond' for NPAworldwide. This year's recipient is a highly deserving winner in Jeff McGraw," commented NPAworldwide chairman Jason Elias. He continued, "I have had the pleasure of serving with Jeff on the Board for many years and seen him in action. He is a gifted leader armed with unending energy, an ability to manage diverse stakeholders, a keen and active listener and outcomes-oriented."

"I'm so honored to be recognized by my fellow recruiters for NPAworldwide's 2021 Chairman's Award. It's been a pleasure to serve on both the Board of Directors and Executive Committee. I'm proud to help ensure that our organization maintains and grows support of the independent recruitment market," remarked Jeff McGraw.

The Chairman's Award presentation will take place in 2022 due to pandemic-related delays.

Inclusivity Key to organizational Performance

Company leaders say 85% of Performance Indicators are not linked to Company Performance

Company leaders give their companies relatively low ratings on areas associated with purpose, connection and collaboration, which emerged as key to achieving long term sustainability.

Company leaders said their companies do well in seven key performance indicators, but none of those seven areas strongly correlates with employees having a positive outlook for company performance over the next five years. Only one performance area strongly correlates with positive employee experience.

While improving how a company carries out its purpose has a high impact on both perceived company performance and employee experience, 35% of respondents thought their company was not doing a good job in this regard.

Employees value trust, engagement and communication. Businesses favor rapid adaptation to cope with crises and technology to drive job performance.

Washington, D.C, May 24 Business transformation experts **Dare Worldwide**, in collaboration with communications and marketing agency GCM, today unveiled research showing company leaders say that 85% of indicators their companies are doing well in are not actually linked to perceived company performance. Purpose, connection and collaboration emerged as the strongest indicators of company performance

The State of Leadership, Culture and Purpose, based on a survey of 1,000 managers and above at midsize to large companies in the US, measured company processes and values that impact productivity, growth and employee experience. These leaders gave their companies lowest ratings on some areas associated with Purpose, Connection, and Collaboration, which are key to achieving long term sustainability.

Commenting on the findings, **Rita Trehan, CEO of Dare Worldwide**, said: "Businesses find themselves at a hinge point in modern history, with not just a chance, but a need to do things differently. We now have the research we need to create a strategy that enables organizations to evolve, incorporate inclusivity at every level and achieve sustainable growth in the near and long term."

Employees said their companies do well in seven key performance indicators, but none of those seven areas strongly correlates with employees having a positive outlook for company performance over the next five years. Only one performance indicator strongly correlates with positive employee experience.

Though the research found that improving how a company carries out its purpose has the highest impact on perceived company performance and employee experience, 35% of respondents thought their company was not doing a good job in this regard.

Analysis of the data shows that making efforts to build trust and engagement among all employees and communicating effectively are both highly important for a positive employee experience. However, those items showed a low association with employee forecasts of stronger performance over the next five years.

Analysis showed that trust and engagement and communicating effectively were important for a positive employee experience. Yet trust, engagement and communicating were not drivers of perceived company performance over the next five years.

The research also shows that employees above the director level are 50% more likely to think that people within their organization have the same understanding of their business identity than those below their level.

This suggests there may be a disconnect in the messages sent to the company by the leadership. 45% of those polled think it is very important that their understanding of their company's identity align with the leadership's for a positive public perception. Some respondents also doubted their company's commitment to developing talent or appreciating work.

"This research is raising a red flag for communications leads at medium and large organizations, particularly those with 500 or more employees," said Zach Giglio, CEO of GCM. "Organizations that are not aligned on their identity internally are limited in their ability to communicate effectively with external stakeholders and, ultimately, drive growth, impact and revenue."

The State of Leadership, Culture and Purpose was conducted by global public opinion and data company YouGov. The analysis aimed to understand the key drivers of employee perception of company performance. The topics covered were: company performance, predictors of performance, Covid-19 and the workplace and business identity.

To launch this research, Dare Worldwide and GCM are hosting live events to discuss these findings in an open forum with senior leaders from a wide range of industries to identify strategies for dealing with the key disconnects between areas of current company performance and areas companies should focus on to actually improve performance and employee experience.

About: Rita Trehan is founder and CEO of Dare Worldwide, an international business transformation consultancy.

A TOP 100 Human Resources Officer (ranked by ExecRank) and Gold Stevie Award Winner, Rita raises the bar for business leadership.

With experience in the US and the UK, Rita challenges C-Suites to rethink leadership, and redesign work to elevate business performance and enable industry to make a positive contribution to society.

Rita believes in tough-love, telling a company what works and what doesn't, supplying the practical tools and strategies to lead a business forward in 2021.

Author of Unleashing Capacity, Stake in the Game, and Too Proud to Lead, Rita has led business transformation as a Chief People Officer at AGL Energy and the AES Corporation.

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