

The Core of the Staffing & Recruiting Industry: Relationships, & How To Build Them



Not Your Ordinary
Staffing Owner /
Executive Retreat



To Go, Or Not To Go ...
With Temp & Contract
Placements!

The Hoops



Back in Action: 4
Recruiting Trends for
the Sports Industry



Easy Steps to STOP
Turn Downs & Fall Offs
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Letter From The Editor

Yes, you made it to the 4th quarter of this roller coaster year! Give yourself a pat on the back and take a breath. You deserve it! We all know we have been experiencing a crazy year. Business is booming for so many. Finding the quality candidates might be hard but then again maybe not with so many willing or wanting to switch jobs. Trick is to stay focused and let the bad slide off your back. Keep seeing the positive.

It's absolutely a great time to be in recruiting and staffing. Lots of great advice in this issue. Experts share their thoughts and acknowledge new ways to try to reach people.

Listen to your intuition and give good attention to your staff. Treat them well to help with the added workload and avoid burnout. Have some fun in the office and offer some well-deserved prizes! Keep a sense of humor, however, in today's climate make sure it's general and PG rated! Key word is kindness.

Adding new staff to help with the workload, could be the answer but perhaps easier said than done. Find creative ideas to increase your reach to find new candidates and clients. Attending some of the fall conferences may inspire your team. Check them out, then make the time to attend one even if it's just a local group. Interaction with others is so important!

Last but not least, explain to your clients that this high demand, low supply market is difficult. Stress more the sense of urgency as good candidates have multiple offers to pick from. Learn more about preventing these fall offs with Jon Bartos' article in this issue and in Part 2 coming in November EMinfo.

Happy Recruiting....

Pat Turner

DID YOU KNOW?

*Highlighting your industry partners who are adapting to the new normal, and raising wages, benefits or making strides to create a better work culture. pg 10

* An August 24th, 2021, survey by *Harvard Business Review* shows that about 40% of US employees would start looking for another job or quit immediately if ordered to return to the office full-time. pg 11

* Minor imperfections and challenges exist in every position and organization because there is no such thing as a perfect anything. pg 12

* The most important thing we can do with our candidates is to set clear expectations. Done poorly, you will scare away every candidate except the desperate. pg 13

*The "Great Resignation" – a hot topic in the broader HR realm – could hit the sports industry hard. Of the job seekers surveyed, 58.1% were employed and either actively or passively seeking a new job, hinting that a majority are considering leaving their current roles. pg 15

*By helping your clients get in shape to compete in the current market for talent it will be first step toward helping YOU stop turn downs and fall offs. pg 18



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Owners Only Retreat

Oct 13 – 15

In person at the DoubleTree Sonoma in Rohnert Park, CA.

www.cspnet.org/events

Midwest Owners and Executives Retreat

Oct 14 – 15

Wingspread Conference Center- Racine, WI

<https://issaworks.wildapricot.org>

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Not Your Ordinary Staffing Owner / Executive Retreat **October 14th – 15th**

By Terri Roeslmeier

When was the last time you experienced an owner/executive retreat that had a lasting effect on your success as a business owner or manager? If nothing stands out, you may want to look into the *Midwest Staffing Owners and Executives Retreat*, sponsored by the **Illinois Search & Staffing Association and the Michigan Association of Staffing Services**.

Capture “the harmony of nature” and experience an Executive Conference that is nothing like you have ever attended. So, what’s different? First, it will have all of the high-quality educational elements that you might expect at a conference of this caliber. But then there is something that you will not get anywhere else.

We have all attended conferences where we have been enclosed in a stuffy hotel conference room, anxious and tuning out of half of the topics. It’s a big investment to attend an event and so often we are disappointed with the results. That’s why ISSA and the Michigan Association decided it was time to offer an “experience” worth investing in.

The event will be held at The **Wingspread Retreat and Executive Conference Center** which is located in the midst of **36 peaceful acres** along the western shores of Lake Michigan, in Racine, WI. This 14,000 square foot gem, was designed by the legendary architect Frank Lloyd Wright.

Your day will begin within a high ceiling, open floorplan meeting room with outdoor views bursting through walls of windows. The **Fall leaves will be colorful and the calm of Autumn will have begun settling in**. The setting screams with **positive energy**. Learn and collaborate in a whole new way. Part of having the ability to enjoy content is to break away from the norm and absorb the topic.

When you need a break, choose to meet with some colleagues or simply want to make a couple of calls, you have cozy break rooms available, many with great outdoor views. There are also several patios that you can wander off to and take in the crisp air.



For lunch, join the outdoor tailgate, complete with a roaring firepit that will add to the ambiance. Not your typical conference lunch (chicken and green beans almondine will not be served).

Late afternoon, take a free tour of the facility and learn about its' interesting historical significance.

Networking will be at its best as you have cocktails and dinner in an exclusive Frank Lloyd Wright setting. Imagine, having dinner in a comfortable home setting with relaxing furniture.

Join in the outdoor fun after dinner as you relax around the firepit and have an opportunity to speak to colleagues or just reflect on the extraordinary day. Feel like a kid again as you partake in smores and social time.

Need a late-night snack? Take a walk to the all-night pantry and grab some ice cream or a treat. Everything is included.

The next day, breakfast will be served in the charming and classic library. Seat yourself with a delicious breakfast and enjoy more of the Fall views out of the floor to ceiling windows.

After breakfast, join the group activity and immerse yourself in the moment.

Next, absorb more information on critical and significant business topics that will help steer your business in the right direction.

Later, get advantageous insight from the special "Owners Panel Roundtable Discussion."



You really won't want to leave the peaceful and thought-provoking experience but alas it will be time to go. Rest assured, you will take with you a goodie bag of fond memories and a wealth of good information for your business. What a win!

Automated Business Designs, Inc. is a proud sponsor of this fine event.

Space is limited. Save your seat [here!](#)




Editor's Note: Terri Roeslmeier is President of Automated Business Designs, Inc., software developer of Ultra-Staff software for the staffing and direct hire industry. 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.

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The Core of the Staffing and Recruiting Industry: Relationships, and How To Build Them

By Tony Sorensen

One of the most common themes we hear in the staffing and recruiting industry is how much depends on *strong relationships*. Indeed, deep, long-term relationships seem to be the key element to success in the recruiting industry.

At Parqa, we've noticed how many of the most successful partnerships between employment agencies and their clients all share these similar traits:

- Trust
- Familiarity
- Closeness, and even
- Friendship

That is why we are taking a moment to examine this most essential component to building a successful staffing and recruiting agency. But relationships don't just happen. They are built over time. And they take more effort than a couple of successful placements.

Read on to learn how easy (and fun) it can be to build crazy-good relationships with your team, and your clients, and how your commitment to this essential element could determine not only the success of your staffing agency, but the joy you're able to experience every day, in your work.

What Strong Relationships Say About Your Market Expertise

As a marketing agency for staffing and recruiting companies, one essential service we provide our clients are branding strategy campaigns. While each of our client's brands are completely different – from the brand design, to our client's approach to building brand credibility – they all share a common element: to fully convey how deeply committed they are to their business partners.

We find many agencies are keen to define themselves in terms like, "non-transactional," "trustworthy," and "the most friendly partner in the industry." And it's not just hyperbole.



Our clients in the staffing and recruiting industry provide a service that no other business in their industry can duplicate: an employment solution from a network of talented candidates that are so much more than just a filler to an empty seat. Our clients provide candidates that are a unique match – both for their skills and their cultural fit – and are the best resource for creating success and growth in their placements.

This is an inimitable talent that is not easy to describe. Any staffing agency can say they're the only company that can provide the best employment solutions for their clients. But not every staffing agency can deliver that message with conviction.

That may be why so many staffing and recruiting agencies are keen to demonstrate how the only thing rarer than their knack for pairing the right candidate to the right position is how far above and beyond they are willing to go to create deep, long-lasting relationships built on trust.

So how is it possible to fully demonstrate to your audience that your agency is the

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one they should trust to provide this very intimate and incomparable service of staffing their company's talent?

Why Broadcasting Your Team Culture is the Key to Building Crazy-Good Relationships

One of the most effective ways to build genuine relationships is almost too simple: go out and have *fun*.

At Parqa, we believe so strongly in building our culture of strong relationships in and outside of the office – not just because it's fun, but because we learn so much more about our team members than what we see from the often limited perspective of our desks.

At Parqa marketing, we're all about getting together to have fun and taking the time to enjoy our coworkers without always "talking shop." Along the way we've built a strong work culture and deep working relationships that is evident in our work.

Demonstrating your agency's ability and commitment to building strong relationships internally is one of the best ways to model those same values externally, with your clients. This is especially true for potential clients who are only just discovering your staffing agency for the first time.

This is even more true for those recruiting agencies whose high-level placement of executives and managerial talent – a process that could require considerable time and resources – depends largely on the pedigree of their network and the depths of the relationships therein.

How Staffing & Recruiting Agencies Can Demonstrate Their Commitment to Building Strong Relationships

This part is a little more tricky.

While your agency may be great at building relationships, not every company can broadcast that message in a genuine way.

There is a delicate balancing act in creating marketing content that naturally relays your company culture with authenticity – often it takes a special blend of messaging in your marketing content that combines your excitement for building relationships while grounding that story in a relevant topic.

Sometimes it takes a creative message to bridge the gap between those two elements. But, content is king. And your marketing content should be able to leverage both elements in a meaningful way.

So where do you start? What are some things you're already doing that could help truly sell your ability to create and nurture strong relationships?



Make the Most of Every Holiday!

The holiday season is right around the corner. How does your staffing agency celebrate a season of togetherness for friends and family? Those end-of-year posts are especially potent content for companies who take the time to give thanks for all that they've been able to accomplish over the past year, and to look forward to new opportunities and new ways to serve your clients in the coming year.



Don't Overlook Employee Milestones!

Whether a new team member is joining your ranks, or you just want to celebrate an intern (let's hear it for the interns!), your company should take every opportunity to showcase your team members. It feels great to be recognized on social media, and it's an excellent way to keep your audience up to date with the latest news from your team.

Schedule a Team Meeting Around a Lunchtime Gathering

What a better way to combine your messaging around company culture with actual agency initiatives you're working on? Even if your outing was just a purely social event, sharing a simple shout-out to your coworkers can effectively illustrate your ability to create and nurture winning relationships!

Define Why Relationships Are Important to Your Company and Critical To Your Work

Simply sharing your company culture is often not enough. Using those posts as a jumping-off point to discuss "*why relationships*," and to define how your commitment to your clients makes your company best suited to provide a game-changing employment solution.



Relationships, and Driving the Conversation in the Staffing and Recruiting Industry

As an agency that specializes in marketing content for staffing and recruiting agencies, it has been an honor and a privilege to work in an industry that is so deeply bound by genuine relationships and camaraderie between recruiters and their clients.

It is very reassuring to see, especially these days.

When we share our culture, we stand out in the crowd. When companies demonstrate their commitment to building deep and meaningful relationships, they recall an essential component of their work, without which, you might be just another headhunter.

We love to tell the story of our clients just as we relish sharing tidbits from our own company. We should be so lucky – it's a great excuse to get down with the team, and have a lot of *fun*!

When you're ready to combine that message with valuable, relevant content that further describes why you're the only staffing agency in the industry who can provide the best talent, call on us.



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

What do you want to celebrate? How do you want to deliver the story of your company? The marketing team at Parqa are standing by to help you create that special blend of content that sets you apart in your industry. [Contact Parqa Marketing](#), today!

Job Seekers and Employers Want Good News

This is a difficult time for everyone. People are looking for good news. Where there is a lack of jobs, workers are looking for better opportunities. Where there is seemingly no good talent to be found, your content can describe the unique steps you're taking to nurture plentiful, highly qualified talent.

It would be highly advantageous if your agency creates a positive spin on the current market. You could do this in a variety of ways:

- Highlighting your industry partners who are adapting to the new normal, and raising wages, benefits or making strides to create a better work culture.
- Doing a series on specific job openings. Get in the weeds and describe how [one specific job for which you're recruiting](#) is solving a previously unsolvable problem and creating avenues to success and new opportunities.
- Showcase industry success stories on how high-performing employees are being recognized and rewarded for a job well done. Do any of your clients have a rewards program? How is your marketing strategy communicating that to job seekers?
 - Do any of your clients have an employee development program? If so, that content would be highly beneficial for leads who are looking to advance their career.
 - Workers are looking for better working conditions. Develop content around [company culture](#) and find creative ways to deliver that content in a way that resonates with the current needs of today's workers.

To put it simply, your clients and candidates need reassurance that everything is going to be okay and you're the one, in spite of the odds, who can help to get them to a better place.

The key to creating content with the best messaging is to partner with [a marketing agency](#) that specializes in your industry. Your marketing partners will help you highlight the many positive elements of our current labor market, and to create the positive narrative job seekers are looking for.

Partner With Parqa to Create Game-Changing Marketing Content

With Parqa, your marketing content will empower your staffing and recruiting firm to overcome what seems to many an impossible labor market.

With the correct messaging, your clients will be able to withstand "The Great Resignation" and come out of this turbulent time as leaders in their industry.

[Contact Parqa today](#) and get started on a unique content strategy that can turn the narrative on its head and create the excitement job seekers and employers are looking for!

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As the Covid pandemic continues to fade and the pressure of pent-up demand increases, businesses are opening back up. Contributing to this pressure is the fact that Federal Enhanced Unemployment Benefits are starting to expire. At the time of this writing, twenty-five states have ended their programs, with the balance of the states expected to follow suit by October. Many signs point to businesses embarking on a hiring spree. This potential flood of activity will strain the resources of recruiters and client companies alike. A potential solution to the short-term crunch is to utilize contract workers. To go, or not to go with temp and contract workers is an option that should be seriously considered.

An August 24th, 2021, survey by *Harvard Business Review* shows that about 40% of US employees would start looking for another job or quit immediately if ordered to return to the office full-time. Indeed, this looming threat hangs over employers who have not seriously embraced the remote-work paradigm and have not positioned themselves to be able to accommodate the more flexible work arrangements being demanded by many employees. In a previous article, we cited the "Turnover Tsunami" as characterized by SHRM's Roy Maurer. Roy notes that more than 50% of survey respondents planning to look for a new job in 2021, with a quarter of workers planning to leave their jobs when the disruptive effects of the pandemic subside. For those who will not come back to the office, direct-hire or contract replacements must be found.

For recruiters and client companies alike, it is very important not to overwhelm existing staff. Chaotic workplace scenes, long wait times, poor customer service, and staff burnout can seriously degrade profitability. Plan ahead now to have adequate direct-hire candidates and back-up staff to enable you to avoid these unpleasant outcomes. Contract personnel can be retained to work on a contract-to-hire basis for a trial period. These contract employees can help your internal staff keep their heads above water and reduce their stress. Some of these contract employees may prove to be excellent workers and can be hired direct at a later date. Your risk is minimized since the contract person can be released at any time if the market changes. This peak-shaving approach can enable you or your client companies to ride through labor marketplace tumult.

Conduct a survey of your in-house staff to gain understanding of their work preferences, stress levels, and thoughts regarding coming back into the office versus remote work. Attitudes regarding vaccination policy should be included. Make appropriate adjustments where possible to keep them happy. You can offer to do this kind of survey of your client's staff as well. You can assess the level of workers' satisfaction, company culture, and understand changing employee needs. Your client will appreciate your proactive approach.

Keep your organization healthy, as well as that of your clients and try to minimize turnover. Supplemental contract employees can help control the burden on key staff. You can partner with a back-office provider such as Evergreen Contract Resources to enable you to supplement your team with contract assistance as well as respond quickly to your client's needs. Evergreen will keep up with the requirements of the regulatory jurisdictions, so you do not have to. If you are set up in advance, you can provide services immediately. Call Evergreen today, and we will set you up. There is no cost or obligation. Use us when you need us. Prepare for the coming labor marketplace chaos by considering **TO GO, OR NOT TO GO...WITH TEMP AND CONTRACT PLACEMENTS!**



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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.

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

QUESTION: My question is about engaging candidates, motivating them to actually get on the phone and have a conversation. In 2020 I was working retained and having a similarly difficult time. I thought people were just too distracted with COVID, setting up new workspaces in their homes, and wanted stability. Plus, I had to adjust to not calling work offices, where no one was, and finding cell numbers, but still, in 2021, people are getting too many calls, filtering out emails, very difficult to earn these candidates' conversation times. I think this speaks some to narrowing my niche, database management, but also there maybe more. What are your comments? - Carol

ANSWER: This is a great question. I found where our clients are having the most success is when they are the vaguest. Nothing works all the time, and nothing does not work all the time. But where I see most recruiters shoving

bullet points about an opportunity in front of a candidate, they have no information on. Hey, email, text, voicemail, whatever, working on this assignment, a growing company, la, la, la, all these wonderful things. That works sometimes, and it works a lot less now, as you talked about than it did before.

On the flip side, we have modified everything that worked for me with our clients because my clients are my lab now. **We hear one strategy working with candidates is just opening up the dialogue.** I have no idea what is going on in your career. I want to see if you are open to hearing about something potentially stronger than what you might have right now. This type of dialogue is a technique that I used when on a desk.

This question could be in email, text, Inmail, voicemail, or any combination of these mediums. People get back to you because they are intrigued. They are not sitting there evaluating a job that probably sounds like the one they are already doing. It is almost like a fishing lure, and you just want to get a bite. You're not even ready to set the hook.

They will usually respond Yes, tell me more about it. Let's say it is an email. Your response says you are happy to share a link to your calendar for a five to ten-minute exploratory conversation.

First, when I get the person on the phone, I never tell them about the opportunity right away. If they demand that I tell them about the opportunity, I let them go. Did I lose some candidates, or did clients lose some candidates? Maybe. But we got far more great candidates because if they are going to say "I do not have time for this, tell me about the opening," and when I buckled and told them about the opportunity, most times they will tell me that is not what they are looking for. The obvious follow-up question is What are you looking for? In these instances, they will say, "I do not have time to tell you." That response means they are tire kickers and probably not looking anyway.

When you get the candidate on the phone, let them know that you are happy to tell them about the opportunity, but first, you want to know more about them. You can say: There is no such thing as a perfect company. There is no such thing as a perfect opportunity. If you had to describe the minor imperfections or challenges you have with your current company or in your current role, what would some of those be? The question is not, are you unhappy?

Minor imperfections and challenges exist in every position and organization because there is no such thing as a perfect anything. They might come up with something trivial, and you can ask if that is all. They may say, yes, that if they could only fix one thing, it would be the ability to start work at 8:30 instead of 8:00, but everything else they love, that person will not move. But they might say the company makes a pretty good product, but they are frustrated with falling behind a couple of our competitors and are not sure the company is putting enough money into research and development.

From here, you can ask: How is that going to affect you? Once they answer, you can continue to dig for other things. Eventually, the conversation develops into more than a trivial issue with the organization.

The point of your question is it is harder to engage. **I would challenge you to switch your technique to create more intrigue on the front end and be persistent.** The rule I have with my clients is seven attempts over three weeks using numerous forms of communication - meaning phone, voicemail, text, email, or Inmail. And do not say, I sent you an email last week. I got those emails from people I do not know all the time, and I delete them before I even read it because you sent me an email, and I do not know your name, and I did not reply. I do not want to read the message. Just send the same message.

Hey, Mary, Are you open to hearing about something potentially stronger than your current situation? Thoughts? Mike

You can copy and paste and send that message 100 times.

Great question. Thank you so much.

Coach Mike

The Hoops

By Chris Heinz

If you've been recruiting for more than a month, you are already an expert...

If you've been recruiting for 20+ years like myself, this has become second nature to you...

What is "this," you ask? Well, my friends, "this" is making candidates jump through hoops!

Some of our "hoops" are small like the size of an earring hoop, while others seem like the size of Saturn's rings!

Let's think about some of our favorite "hoops" we have candidates jump through:

- Can you send me your resume tonight?
- Complete this assessment?
- When can you complete the attached questionnaire?
- Can you talk for a couple of minutes?
- When can you interview (phone, zoom, in-person)?
- Do you know how to do a zoom?
(Oh wait, this question doesn't apply thanks to the past 18 months)
- Will you take your resume off the job boards?
- The interview process will be 4-5 steps long; will you be willing to go through all the steps?
- When will you be resigning?
- And on, and on...

I could keep on listing them but you get the point, right?

If we're doing our job as professional recruiters/talent access specialists, we are recruiting primarily passive talent. It is important to remember that these professionals are good at what they do and they are typically busy at their job. If they weren't good and busy, we probably wouldn't be interested in them in the first place. Does anyone want a mediocre-at-best person who shows up and does just enough to get by? Anyone? Of course not! We want the best of the best. That's what we get paid to recruit.

With this understanding in mind, we are magicians because we convince candidates to jump through 5-20 hoops throughout the process. Some of these hoops are of our creation, such as sending their resume, giving interview availability, and providing references. Others come directly from our client-companies, such as 3-5 interviews, assessments, online tests, scenario-driven projects (common in IT), or applications.

Some of the hoops are absolute necessities, while others are there because that's how we've always done it.

What can we do about this?

The most important thing we can do with our candidates is to set clear expectations. Done poorly, you will scare away every candidate except the desperate. This would sound like, "I will need you to send me your resume, 3 references, complete 2 online assessments, go through 4 interviews (maybe 5) - almost all during the workday, talk to me each step of the way, wait a week to hear back from me, accept the job when I give you the offer, resign, say goodbye to all your work friends, and show up for work at your new employer."

Even though all of these steps may very well be necessary and unavoidable, if you share them all at once, you WILL scare them away!

Perhaps you could explain, "for the right candidate, the process will be 3-4 steps, but we will help you through it and work to make it as painless as possible. Every interview allows both the company and yourself to learn more about each other to ensure that it is the right situation for both of you."

Educate Your Hiring Managers

Some hiring managers have hired the same way for 30 years. Maybe an added element of technology has come into play, but for the most part, they haven't changed.

Through storytelling/example sharing, help your hiring manager understand the reality of the saying "time kills all deals." Help them realize that 5-6 steps over 3 weeks will almost guarantee they will lose good candidates. They may keep those mediocre-at-best candidates described above, but not the ones they truly want. The best candidates will either lose interest in the opportunity because they are

still doing a good job at their current company, or will accept another offer from a company that had an accelerated process. This isn't theory or a sales pitch, it is absolute fact!

Is every one of the interviews absolutely necessary? Can two of them be combined together into one?

When is the last time the HR team evaluated the effectiveness of their assessment tools? How have they truly helped with retention and mis-hires?

Is the good 'ole application really necessary anymore? Many systems now can import the relevant information directly from their resume.

What about our own hoops?

Yes, we need a resume...

Yes, we need them to be available to interview...

Yes, we need ... everything else we need...

But, we can help minimize some of the hoops:

- Have a pre-written resignation letter where they can change a couple of the words and use
- When you prep them for interviews, have a written document highlighting the points you walk them through
- Make sure they have email addresses of those they interview with so they can send thank you notes

These are just a few of the ways we can help. The hoops won't be eliminated. But, we can work with both our processes and our client company's processes to help shrink their size and quantity.

Chris Heinz is a Managing Partner with Westport One. With more than 24 years in the recruiting industry, he has become a thought leader in both recruiting and the healthcare industry. He is an eternal optimist while still being grounded in reality. Chris is an avid endurance athlete running more than 200+ raises of all distances. He has turned that passion into good by raising thousands of dollars for several charities.



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Back in Action: 4 Recruiting Trends for the Sports Industry

By Brian Clapp

At long last, sports are back, as stadiums, ballparks, and arenas fill once again with screaming fans. The return of sports also means the return of hundreds of thousands of jobs lost during COVID-19 – facilities managers, media specialists, videographers, trainers, concession stand attendants, referees, gameday operations staff, and plenty more employees who make the sports world go 'round (it's not just about the athletes).

But what does this employment comeback mean for recruiters and staffers in the sports industry? To find out which trends will impact the sports labor market in the coming months, WorkInSports surveyed 340 U.S. job seekers in the sports industry. The survey results, detailed in the inaugural [State of Sports Hiring Report](#), include these top four findings that every recruiting pro should know (with takeaways):

Editor's Note:

Brian Clapp is VP of Content & Engaged Learning at [WorkInSports](#), the 57th community in iHire's family of industry-focused talent brands. Clapp is also Host of the popular *WorkInSports Podcast*, where he discusses job search and career advice with sports industry experts and serves as Content Marketing Director for iHire.

- 1. The Trend:** *Sports employees are eyeing greener fields.* The "Great Resignation" – a hot topic in the broader HR realm – could hit the sports industry hard. Of the job seekers surveyed, 58.1% were employed and either actively or passively seeking a new job, hinting that a majority are considering leaving their current roles.

The Takeaway: Expand your recruiting outreach to passive job seekers. Be sure to hit up those who are already employed in your search for talent – they might be ready to move onto new turfs.

- 2. The Trend:** *The skills gap is growing wider.* 42.7% of sports job seekers said they are struggling to find jobs they are qualified for, while 40.5% admitted to applying for a job they were underqualified for within the past year.

The Takeaway: Your quest for qualified talent may become more difficult (if it hasn't already). Consider candidates who don't necessarily have direct sports industry experience but have transferable skillsets – and are ready and willing to learn on the job.

- 3. The Trend:** *Candidates want to hear from you.* When asked to identify their most significant challenges when searching for work online, 54.0% of respondents cited "ghosting" – applying for jobs or interviewing for a role and not hearing back from recruiters or employers.

The Takeaway: Communicate with candidates clearly and frequently if you want to find your eventual hire (quickly). Respond in a timely manner when a job seeker applies or expresses interest in your position, and keep them informed when they are no longer in the running for a role.

- 4. The Trend:** *Job boards are the No. 1 resource for sports job seekers.* 66.1% of job seekers said they visit online job boards *first* if they need to find work, while 60.7% of respondents applied for work through a job board or online talent community in the past year.

The Takeaway: Share your open positions on job boards, especially those specifically geared toward sports-minded job seekers. Figure out where your ideal candidate searches for work and advertise there.

These are just a few of the highlights from WorkInSports' 2021 State of Sports Hiring Report. For more insights for your recruiting playbook, visit <https://go.ihire.com/cb3gl>.

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!

INCREASE VALUE AND PROTECT YOUR BUSINESS

by Barbara Bruno

Throughout my entire career I have never seen the job market change so rapidly from "the sky is falling" to "more business than anyone can handle!" Many of you are hiring because you realize the revenue your business is losing by not filling a higher percentage of business written. However, as you grow and hire, protect yourself and your business. If you hire **right**, the person should pay for themselves within 90 days!

When you review a P & L Statement of a Staffing and Recruiting Firm there are usually one or two sources of revenue and a much larger list of expense items. It's important to have a precise exit plan in order to make appropriate decisions today.

The most common exit plans for our profession include:

1. Selling your business to the highest bidder
2. Selling your business to your employees or setting up an ESOP (Employee Stock Ownership Plan)
3. Investing your profits and eventually close the door

I often receive calls from stunned owners who attempt to sell their business and realize their business has little or no value. If you are your business, if your business is 100% direct placements or you're a sole proprietor; it will be difficult to sell your business. Or worse, the amount you're offered will be much lower than anticipated.

If you have employees but your production accounts for more than 35% of your sales, you will also find it difficult to sell. If you do sell, the buyer will want you to stay with the business for a specific timeframe.

Actions you can take:

1. Replace yourself as the top producer of your business
2. Add additional sources of revenue:
 - Contract staffing
 - Direct hire
 - Affiliate income
 - Unbundling your services
 - Investing in passive sources of income
3. Create a specific exit plan
 - All decisions made align with your plan
4. Set up your business like a franchise
 - Create and implement systems and processes
5. Get organized – Prosperity is not attracted to disorganization

6. Realize there are riches in niches

- Conduct Revenue Modeling
- Target 85% of marketing and recruiting at best business

PROTECT YOURSELF AND YOUR BUSINESS

You must protect yourself and your business and can accomplish this by implementing the following:

1. Never allow one client to represent more than 15% of your revenue
2. Have multiple contacts at each client
3. Build teams around your big billers – they do not supervise the group
 - Big Biller
 - Recruiter who only recruits on their orders
 - When they attain specific goals – add a second Recruiter
 - When these three attain a certain level add a sourcer | support person

The recruiters also have contact with clients which would protect you if you ever lost a big biller.

1. Place your assets in an irrevocable trust – own nothing, control everything. Assets placed in a Will end up in probate and your heirs will lose at least 1/3 of your assets.
2. Take 5% of cash-in or GMP and place it in a reserve fund targeting passive income opportunities

Implement these ideas and you will increase the value of your business while you protect yourself and your business.



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Easy Steps to STOP Turn Downs & Fall Offs Now!

Part 1 of a 2 Part Series:

By Jon Bartos

They are the enemies of every recruiter: turndowns and falloffs. And they're on the rise everywhere. I hear about them frequently from other recruiters and agency owners:

"I had three offers not accepted last month!"

"My candidate took the job, then resigned a week later due to a delayed counter offer!"

"In the middle of the hiring process, my perfect candidate started ghosting me and I have not heard from her in over a week"

We've all been there. We're often left scratching our heads asking... —How could this happen? Here is why it's happening at record levels RIGHT NOW.

- There is 10.9 Million more jobs than people- BLS report - July 2021
- Global Hiring Intentions up 4th Quarter – 23%(Manpower) versus 3rd Quarter 2021
- 59% Companies expect to Add to Payroll (Manpower) 2021
- 69% report difficulty filling vacancies – 15 year high 2021(Manpower)
- Unemployment rate – 5.2%, 3.1% College or higher (2.8% Seasonally adjusted) BLS – Table A-4

People focused on performance hitting their potential. That has been Jon's life work. Jon is the quintessential thought leader, trainer, speaker and consultant on all aspects of Human Capital, Talent Management and Performance Management. Jon achieved industry-leading success as one of an elite group of executive recruiters who billed over \$1 million annually while building a multi-million dollar top 10 Office. As of today, he has billed over 24 million in personal production since 1999. Jon merged GPS with SearchPath Global in 2020 and is currently their President and Managing Director of the fastest growing Franchise System in the world today. In 2008 Jon founded the industries lead performance analytics tool - Revenue Performance Management. The RPM Dashboard is an Analytics and Developmental tool that focuses on taking staffing and recruiting professionals on a path to achieving their Performance Potential. www.rpm-usa.com. Jon has personally coached over 500 business owners and executive leaders to help them achieve their personal and business vision. Jon can be reached at 513-515-1267 or jbartos@searchpath.com.

The demand for talent has increased substantially over the last 6 months. And they know it. Top talent can afford to be picky about their teams. Adding to the mix is the growing commitment employers have to protecting and retaining their best employees. Hiring managers know how difficult (and expensive) it is to find and train replacements for top performers, so they're willing to do whatever it takes to keep them. It's a tough market for recruiters, and it's getting harder and harder to shake loose firmly embedded talent from their comfortable positions.

We make it harder on ourselves, too. Most turndowns and falloffs happen thanks to our own professional carelessness. Let's face it: recruiters aren't perfect. No matter how professional or experienced we are, we sometimes miss critical steps in the process. Things fall through the cracks. And when we take shortcuts in the placement process—simple mistakes like failing to cover the counter offer early and often, or not following up after a placement is made, increases the likelihood of a turndown or fall off dramatically.

STEP 1: Talk to your client about what is needed to be successful in bringing onboard top performers in this environment.

It all starts with getting your client onboard to be ready to compete for talent in this market. You are their business advisor, help them get ready to be successful by the following:

Explain The High Demand Low Supply Market we are in and the data above as well as***Explain what the Current Market Conditions will NOT Tolerate:***

- a. Long Hiring Processes
- b. Waiting to see more candidates versus making decisions 5-7 Candidates, expect 2 to 3 Candidates Submitted
- c. Not selling the Candidate on the Role and Company EVP
- d. A Lack of Sense of Urgency
- e. Under Pay based on Market Rates
- f. A Non Priority by the Hiring Manager/Hiring Team

If your clients are not willing to make changes internally to compete for the talent in today's market, do you really want them as clients? By helping your clients get in shape to compete in the current market for talent it will be first step toward helping YOU stop turn downs and fall offs.

Part 2 coming next month.

MID SIZED RECRUITING Growing Companies STAFFING SMALL



Are You in a Bad Business Partnership?

By Michael Neidle

All partnerships are great at the start otherwise they would not have been created. It's sort of like a marriage where both parties think that their marriage will be the everlasting and tend to overlook faults. Some are formed for the need of collaboration with someone you work well with, have a complimentary skill set, a similar business vision, think that two heads are better than one, there is synergy, energy, a sense of mission, value-added components, intangibles and of course the riches that will be made. And there are untold great partnerships from Hewlett & Packard, Jobs & Wozniak, Procter & Gamble and Ben & Jerry.

But the question is, whether the relationship is still working for you, your partner, both of you or neither of you? If yes that's great, if not, can you salvage the business by terminating the partnership? This would start with identifying the root cause(s) of the problem. This might be such things as: reestablishing the duties and responsibilities of each party, if it is a cash or liquidity issue how will you raise the cash that's needed, if it's a trust issue how can this resolved, if it's an organizational problem going about fixing them, etc. Whatever they are try to resolve them before they get out of hand. If that can be done great, such as changing roles or equity distribution between the partners. Inc. magazine found that 80% of partnerships failed due to not having done these 5 things prior to entering into them: 1. A formal partnership agreement; 2. A well-defined exit strategy; 3. A well-defined set of individual responsibilities, 4. Providing for conflict resolutions, 5. Bringing complementary skill sets into the partnership. But sometimes there are irreconcilable differences and then what do you do?

By definition irreconcilable, means there is no solution after you have exhausted every conceivable option. If this is the case there needs to be a parting of the ways as difficult as that may be. This is sometimes not easy decision to make and may impact not only the business but personal relationships. A buyout or a restructuring of the business from a partnership to a sole proprietorship should be undertaken after all other options have been exhausted, understanding that there might be winners and losers, even though the objective is to have an amicable parting of the ways.

Having been through many such situations with clients, it is more likely than not that one of the parties will feel or actually be shortchanged. An arbitration or mediation process undertaken by a third party should be attempted before resorting to what will often be an adversarial legal process. When one party has the majority of voting rights they will logically prevail, but there are extenuating circumstances where this may not be the case, especially where, negligence, fraud, conflicts of interest, malfeasance, etc. may change the rules of whom comes out ahead. And in a messy battle: the company's ability to function properly may be at stake, it may impact relationships with clients, cause key employees to leave, etc. and as usual, only the lawyers will win in the end. This may come out well for both parties, or in the worst cases result in the dissolution of the company, marriages, friendships, and even impair ones health.

So what does one do when the partnership must end? The first thing is to determine what the company is worth and if it can be split up, if that is what each party wants. If this can't be done and or if one partner wants to be bought out, determine what practical terms and conditions are. If the parties can't agree on who the surviving owner will be, the fair market value of the company, how to pay for the buyout, or resolve other sticking points, then this may result may result in a legal battle.

Dealing effectively with the five points noted above will reduce the chances of having a bad partnership, but if this happens negotiating the end of a partnership is more desirable then fighting this out in court.



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.

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NEWS RELEASES

NPAworldwide Congratulates Gold Distinction Achievers

Congratulations are offered to the following top-performing NPAworldwide member recruiters, all of whom have reached the Gold level of the Recruiter Achievement Status program:

- Preetha Balan, Roljobs Technology Services Pvt Ltd (www.rol.jobs), Bangalore, India
- Jodi Barcelona, Makena Tech Solutions (www.makenatechsolutions.com), Los Angeles, California, USA
- Lisa Sackett, Professional Recruiting Solutions, Cleveland, Ohio (USA)

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

"Member recruiters who have reached the Gold 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.

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.

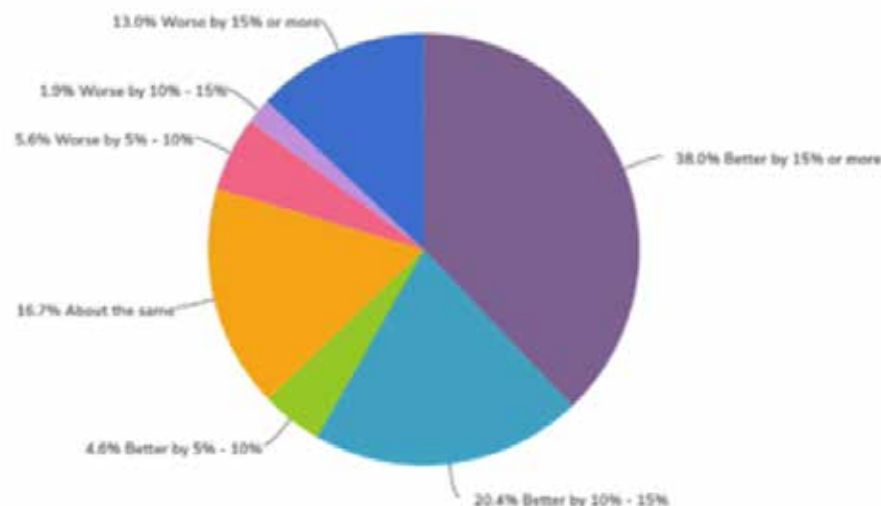
About NPAworldwide. NPAworldwide is a global recruitment network facilitating placements between its members. The network has more than 550 member offices across 6 continents. For more information, please visit www.npaworldwide.com or www.npaworldwideworks.com.

Independent Recruitment Firms Report Strong Business Results

During the last six months, 63% of independent recruitment firm owners reported that their business was better than in the period before.

Dave Nerz, President of NPAworldwide (a global network of independent recruiters), said, "Business conditions over the last 180 days have been quite remarkable." The survey queried members about future expectations and found that 57% expect to see growth during the next 6-month period while only 3% anticipate a decline. "The bounce off the bottom has been significant for many companies," Nerz noted.

How was business in the LAST 180 DAYS when compared to a year ago?



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

- 35 percent of survey respondents are from outside of North America.
- North American represented 66% of respondents with the next largest respondent group from Australia/New Zealand at 15%.
- The remaining respondents were from Asia, EMEA or LatAm.
- At the time of the survey, 74% of the respondents had a positive outlook for results over the next 6 months.
- 31% of those taking the survey have seen fees increase in the last 6 months.

"Member recruitment firms view the Manufacturing/Supply Chain, Technology, and Accounting/Finance sectors as the strongest vertical market segments for recruitment. Our independent member firms working these segments are expecting to continue on the positive trend started in the last 6 months," said Nerz.

He continued, "The recruitment industry is navigating huge changes in the last 18 months. The move to work from home and limits to availability of in-person interviewing has added to the complexity of making a new hire. Many employers are ready to focus on finding and hiring great talent, but still lack the decision-making speed to get candidates with multiple offers. There is much work to do refining complex interview procedures and overly time-consuming and deliberate selection processes."

For more information, please visit www.npaworldwide.com or www.npaworldwideworks.com.

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