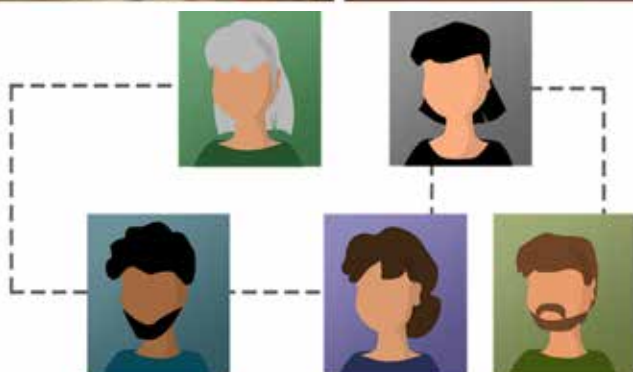


A Guide to Finding Temporary Workers This Holiday Season



7 Interview Questions Top Performers Can Answer

Vaccinate Or Test Mandate: Will Staffing Firms Have To Abide?

It Isn't all about Money, is it?

10 Tactics for Weathering the Talent Shortage Storm

Recruitment in an era of Mandates & Passports

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Contents



- 5 A Guide to Finding Temporary Workers This Holiday Season
- 7 Dos & Don'ts of Using Data for Marketing for Staffing and Recruiting
- 10 Vaccinate or Test Mandate
- 13 Be A Ghost Buster ... With Temp & Contract Placements!
- 15 7 Interview Questions Top Performers Can Answer
- 16 It Isn't all about Money, is it?
- 18 10 Tactics for Weathering the Talent Shortage Storm
- 22 Recruitment in an era of Mandates & Passports



In Every Issue. . .

- 14 Coach Mike ~ Definition of Acceptance
- 19 Owners Outlook ~ A Great Candidate Experience Is Critical
- 21 Growing Companies ~ Conditional Equity Program
- 23 Trends
- 24 News Releases



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Letter From The Editor

There's an old saying, "Actions speak louder than words." Does that ever ring true in this environment. Those actions can represent either a positive or a negative, depending on your point of view.

With this ever-increasing hiring frenzy, knowing you have the right candidate ready and willing to make the switch and take your client's offer is critical to your success. How are you conveying that you are providing both client and candidate everything in your power to make the perfect (or almost perfect) match?

Chris Heinz talks about the critical steps to insure success in his article, "It isn't all about Money, is it? He helps with the visualization of an acronym that's easy to remember and put into your processes. C-L-L-A-M-P-S Be sure to read his entire article.

In addition to the candidates you place what happens to all those near placements or not a good fit type, but they responded to you by filling out your forms and applying? Author and trainer, Barb Bruno suggests keeping a great candidate experience will keep your firm's reputation in the positive category. Recruiters do help people find employment but only a very small percentage. Let them know as soon as possible you are screening them out but offer them some suggestions that could help them in their career search.

How you as a professional can maintain a positive review could be helped by offering a portal for candidates to find ways to improve their interviews, do better prep work to navigate a career change or a forward move in their current career. See Barb's suggestions at the end of her article, "A Great Candidate Experience is Critical."

As we approach the end of 2021, here's wishing you all the most positive experiences and your best year ever.

Pat Turner

DID YOU KNOW?

*Hosting a holiday job fair is another opportunity where you can have fun promoting your seasonal jobs. Invite candidates to come to your "winter wonderland" holiday job fair where hot chocolate will be served. They can learn about your holiday job opportunities and the benefits of seasonal work as they enjoy a freshly baked holiday cookie. pg 6

* Too often, marketing content is overly focused on the firm's goals versus the client's goals. Instead, the highest performing content focuses on audience needs and surfaces solutions to the specific problems they are experiencing. pg 7

* An ETS (Emergency Temporary Standard) is what OSHA plans to publish to enact the new requirements which has only been used 10 times in the last 50 years and almost 50% of those rules were invalidated by courts. pg 10

* A recent *Indeed.com* study cited by Kathleen Driscoll of *Massachusetts Lawyers Weekly*, found that about 76% of employers reported having been ghosted over the past year and that 57% of the employers reported that ghosting is more common than ever before. pg 13

*Your goal should be to understand ALL of the elements your candidate is looking for in their next role. By doing so, you will be able to be consultative in their decision-making process. pg 16

*According to the [Bureau of Labor Statistics](#), 4.3 million Americans left their jobs in August 2021, which is the highest monthly number of voluntary "quits" recorded in nearly 21 years. At the same time, iHire's [2021 State of Online Recruiting Report](#) showed that 73.9% of employers are struggling to attract qualified candidates, while 77.0% anticipate this challenge continuing throughout the coming year. pg 18



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A Guide to Finding Temporary Workers This Holiday Season

By Jennifer Roeslmeier

With Christmas almost two months away, companies are ramping up their holiday hiring needs. Amazon, FedEx, UPS, Target, Macy's, Kohl's, and USPS, are among just some of the companies that are hiring [thousands of seasonal workers](#) this year. PeopleReady, a division of TrueBlue Inc., reported that [19 million jobs](#) were posted in the U.S. between August and September, as holiday hiring starts to heat up.

As holiday hiring heats up though, the labor shortage is still very present, and this holiday hiring season is set to be one of the toughest yet. Of the 19 million jobs noted above, 14 million of those jobs are still active. PeopleReady also noted some of the most [in-demand](#) jobs for the holiday season include: delivery drivers, retail associates, warehouse workers, servers and food service workers, hosts/hostesses, and cleaners/ housekeepers.

While hiring challenges are certainly going to be present this holiday season, it does provide an **opportunity for staffing companies** to team up with companies that may not normally turn to staffing firms for their hiring needs. Now is the time to reach out to prospective clients that may have holiday hiring needs and establish the benefits of working with your staffing firm. An easy way to search for these prospective clients is by **using your ATS to search for companies that work in the in-demand industries** noted above. A simple email and call campaign can be put together to reach out to these prospective clients. You'll want to finalize your holiday orders early though, as it may take longer to fill positions this year.

Once you have your holiday orders, setting a strategy for filling these orders will be essential. Below are a few tips to think about as you find workers this holiday season.

Offer Hiring Incentives

A big part of hiring this holiday season will involve hiring incentives, such as sign-on bonuses, referral bonuses, and more. [Indeed](#) noted the last week in September showed that 3.2% of seasonal job postings on Indeed highlighted financial incentives, which is up from 0.6% during the same period in 2020. Ways you can incorporate hiring incentives include:

- Sign-on bonuses
- Referral bonuses if a candidate you hire refers someone. A special referral bonus can also be offered to employees that work at the company you are hiring for.
- Incentives for returning seasonal workers
- Incentives can also be non-cash related: streaming subscription service, holiday dinner provided to the family, grocery store voucher, monthly or yearly meal subscription service, tickets to a sporting event or local attraction, etc.

What is important to note though, as you are forming your incentive strategy, is that different generations have different values. What might entice a baby boomer, might not entice a millennial. Knowing your audience and what entices them to work is important. As you are offering incentives for each of your jobs, think about the ideal candidate and what they would value. They may value a non-cash related item versus a bonus.

If you are unsure of what would entice your candidates, you can send out a survey to the candidates you are reaching out to and see what hiring incentives motivates them. Another option is to offer up a number of hiring incentives of similar value and the candidate can choose which one they want. This could make it even a little more fun when the candidate has the opportunity to choose their "hiring gift."

Lastly, for jobs that may be less desirable, consider offering a better incentive. This could include jobs with non-traditional hours, intensive labor, etc. Less desirable jobs will be even harder to fill, but an extra incentive may entice more individuals to pursue that job opportunity.

Incorporate Holiday Cheer into Your Job Description

Are you looking for ways to help your job description stand

out? What better way than to incorporate holiday cheer! Would you rather "help Santa deliver presents this holiday season" or "work in a warehouse." Would you rather "help holiday shoppers find the perfect gift for their loved one" or "work in retail." By getting creative with your job description, you can immediately gain more traction and interest in the position. You want the job to sound appealing and this is one way you can accomplish that.

Also, remember to incorporate hiring incentives into the job description. You can even tailor this towards your holiday description by saying "our holiday gift to you is a \$500 sign-on bonus" versus "we are offering a \$500 sign-on bonus." Be creative and have fun with your job description, otherwise it will be passed up.

Promote Your Holiday Jobs on Your Website

Whether you have a special landing page for your holiday jobs or a banner on your homepage that promotes you are hiring seasonal workers, be sure your holiday jobs have a presence on your website. Every time someone visits your website you want it to be known that you are hiring for the holiday season. That way you don't miss an opportunity for a candidate to apply. Someone visiting your site

may also see it and could refer someone to it. Your website is an important place for promotion you don't want to miss out on.

Use Your ATS to Find Last Year's Seasonal Workers

If a candidate was a seasonal worker for you last year, they may be interested in being a seasonal worker this year. Reaching out to last year's seasonal workers is a good place to start your search. You can use your ATS to identify last year's seasonal workers and send an email campaign to these individuals about the openings you have available. This would be a good opportunity to mention the hiring incentives you have to offer—perhaps you have a special incentive for returning seasonal workers.

If you are undecided on what might entice these candidates to work, you could include a survey that asks which incentive would entice them to come back as a seasonal worker. This is a good way to gauge appealing hiring incentives for your candidate pool.

Use Your ATS to Contact Other Candidates

After you reached out to last year's seasonal workers, you can then use your database to find other candidates that worked in some of those **in-demand industries** that are hiring for the holidays. You can also search for candidates whose job is ending around the holidays and for candidates that worked around the holidays in the past. These are just a few search options you can conduct to find relevant candidates.

Reach Out to Local Colleges and High Schools

College kids fit into the right demographic for a holiday job. College students have 3–4-week winter breaks, which makes it the perfect opportunity for them to work over their break if they are interested. High school students may also qualify for some of the jobs you are hiring for, especially for retail and restaurant workers. College and high school students may not be the typical demographic you target for hiring needs, but a seasonal job can be a perfect fit for them. This year even more so than ever, it may be helpful to tap into this market as you try to fill positions.

If you do reach out to colleges and high schools, think about some hiring incentives that you could offer for this generation, as what they are interested in will be very different than the baby boomer generation.

Launch Social Media Campaign

The holidays are a special time when holiday joy is spread, chestnuts roast on an open fire, cookies are exchanged, tree lightings are taking place, and more. It's a time of year that is extra special and so are the seasonal jobs you are recruiting for. Social media is the perfect place to have fun with it! Invite your followers to join in the holiday cheer by working a holiday job. Create special holiday themes for your posts, create a hashtag personalized for your company, perhaps you can even encourage your followers to share your posts and, every time they share, they can be entered into a raffle to win a special holiday gift. The social media campaign is also a good opportunity to discuss the **benefits of working a seasonal job**. You may capture someone's attention that wouldn't even think about working during the holidays.

Host a Holiday Job Fair

Hosting a holiday job fair is another opportunity where you can have fun promoting your seasonal jobs. Invite candidates to come to your "winter wonderland" holiday job fair where hot chocolate will be served. They can learn about your holiday job opportunities and the benefits of seasonal work as they enjoy a freshly baked holiday cookie. Perhaps you can even offer an incentive for coming, such as all attendees are entered into "Frosty's Gift Card Raffle Drawing."

Overall, the holiday job fair is a great occasion to connect with potential workers and turn holiday jobs into an exciting opportunity to work.

Endorse it Could Lead to a Full Time Position if Applicable

If the job has the potential to lead to a full-time position, you will want to note this in the job description and as you are promoting the job. Some may only be interested if there could be an opportunity for a full-time position afterwards, so you wouldn't want to miss out on these candidates.

'Tis the Season for Hiring

We reviewed just a few ideas to think about as you are filling positions this holiday season. While finding workers for holiday jobs may be even tougher this season, it introduces an opportunity for staffing companies to tap into new markets and pursue opportunities for new business. It's a time when staffing companies can provide support and expertise to companies, they might not normally work with who are in need of hiring workers. Once presented with holiday job orders, thinking about the right incentive for your target audience will be critical, in addition to, finding the right candidates to reach out to. Lastly, have fun with it! The holidays are a happy time. Incorporate that holiday spirit into your job description, into your social media posts, and at your holiday job fair. If you were a candidate looking to work around the holidays, would you rather work for Santa at the North Pole or work for the Grinch on Mount Crumpit? I'm guessing they would want to work at a company that is warm, welcoming, and offering a special holiday gift to them.



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Editor's Note: Jennifer Roeslmeier - Senior Digital Marketing and Brands Manager at Automated Business Designs. Automated Business Designs develops the enterprise class staffing and recruiting software solution, Ultra-Staff EDGE. Designed for temporary, direct hire, and medical staffing, Ultra-Staff EDGE offers a full-featured business solution that includes front and back office, onboarding, web portals, mobile, data analytics, and scheduling. For more information on Ultra-Staff EDGE, visit www.abd.net or schedule a demo to see the difference an all-in-one staffing software solution could make for your business.

Dos & Don'ts of Using Data for Marketing for Staffing and Recruiting Firms

By Tony Sorensen

Parqa's new [Executive Vice President, Julie Haldorson](#), is pretty wild about data acquisition. With the powerful potential of data, we've seen a key opportunity to unlock more meaningful engagements with clients and candidates.

But, in a sea of data, how can staffing firms create more value-added marketing solutions and ultimately drive more placements?

This month, Julie is helping us with some thought-provoking insights to the many benefits of data acquisition for staffing firms, and how to:

- Set up key ATS/CRM tools to glean meaningful data from your visitors
- Ensure you have the correct data to activate your communication plans
- Use key data points to engage leads in meaningful ways – all the way down the funnel

Read on for our Q&A with Julie. She'll help us better understand data acquisition for staffing firms, why it's important, and how strategically acquired and implemented data can give your firm a critical advantage in the industry.

Q: How can marketing content do a better job attracting potential clients?

As with any conversation, the more relevant the content is to the audience, the better the response.

Too often, marketing content is overly focused on the firm's goals versus the client's goals. Instead, the highest performing content focuses on audience needs and surfaces solutions to the specific problems they are experiencing.

Here is a good example from the "don't" category of marketing content – focused on the staffing firm, and not the audience:

"Our staffing solutions link you to remote professionals quickly. Contact us today and allow us to start connecting you to qualified applicants."

The message is not as compelling as it could be. It's not identifying with or solving any problems for your partners.

Here is a good example from the "do" category of marketing content where the message focuses on the audience:

"Keep projects on track with interim talent. If you need strategic staffing solutions, contact us to start simplifying your hiring today."

At Parqa we suggest designing experiments to test [content marketing](#). The results are always illuminating and, as always, we invite you to contact us to discover more for yourself.

Why do we rely so much on testing? Because the best [content strategy](#) uses data implementation to always improve. Create experiments that test the impact of a piece of content then:

- Analyze the results

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- Duplicate positive results
- Change course on those campaigns with less favorable results (adjusting copy, design, etc.)
- Repeat!

Q: What should data acquisition systems on staffing websites ask of clients and candidates in online forms?

Two rules of thumb to live by when collecting information with your data acquisition systems:

Never ask for more information than you plan to use.

Your Applicant Tracking System (ATS) and Customer Relationship Management (CRM) tools have lots of valuable information. But what is your strategy for using that data to further your marketing objectives?

Consider the user experience in the design of your data acquisition. Avoid including fields for both phone and email in an online form unless you have a plan to use both in the near term.

Always offer something of equal or greater value in exchange.

Asking for name, email, job title, and hiring position should be met with immediate delivery of real value to the client. Consider your client and candidate interaction. What kind of products and services can you offer in return for this information?

This could be anything from a [free and informative ebook](#) or automated email marketing from a recruiter outlining a solution to their known challenge.

Q: How can marketing for staffing firms leverage data to create more value-added marketing solutions to drive business results?

First, deliver more relevant value-add content. Communicating with a job seeker about a potential opportunity is table stakes for talent acquisition. Consider the candidate's experience, what content do you deliver that is relevant to their:

- Industry
- Level of work experience
- Job hunting in their geography
- Remote work hacks for interim contracts
- Salary guides for their specific job title

Segmented content relies on specific data points to determine the interaction design. Your data, whether fact-based or behavior-based, can help you determine not only what content will be more relevant to an individual but when to deliver your next message.

The staffing industry inherently gathers a significant amount of personal and professional data. The good news? This data is likely readily available in your ATS/CRM tool. With a data-informed communication strategy, staffing firms could be uniquely poised to deliver highly valuable and individually relevant content at scale.

Second, deliver content when your audience needs it vs. when you want something. Here you can rely on key data points from your recruitment ATS. This data will help you deliver timely thought leadership materials or professionally relevant tools to candidates at all stages of their journey.

Staying top-of-mind is a key to brand loyalty, can help you maintain relevance, and significantly increases a candidate's likelihood of redeploying with your firm.

Q: How can Parqa help staffing firms to create a more positive user experience (UX) and ultimately drive more leads with better data acquisition and implementation?

Your staffing firm likely has incredibly valuable experts on staff. The more time those experts spend converting prospects to placements, the higher the firm's return on investment for those experts.

Wouldn't it be nice if there was an [expert marketing team](#) dedicated to finding and nurturing clients and candidates for you? Even better, a marketing agency that can identify and leverage key data points to inform your recruiters when your audience is most likely ready to convert?

Insert Parqa.

Our team of [digital marketing experts](#) have worked with some of the biggest brands in North America and pair their knowledge with our leadership's 50+ years of experience in the staffing industry. Parqa is a marketing agency that understands the long-tail efforts necessary to consistently engage and energize your clients and candidates.

More on data acquisition and marketing for staffing firms

Stay tuned to learn more about the perfect partnership between digital marketing and sales!

Julie's next blog will examine how many staffing firms have a disconnect between the level of personal service they provide and their customer's online experience. We'll unpack how you can dial-in your digital presence, so it is consistent with the level of expertise and care delivered by your team.

To learn more about how a key marketing strategy, informed by valuable data, can transform your staffing or recruiting agency's lead generation efforts, [contact Parqa today!](#)



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 Fordyce Letter, EMinfo, Star Tribune, & Monster.com.

A promotional graphic for Parqa. On the left, the Parqa logo is at the top, followed by the text "Grow Your STAFFING FIRM Through Digital Marketing". Below this is a blue horizontal bar and the text "Our 'new normal' requires a new, digital approach to business. Discover how you can grow your staffing firm's ROI through digital marketing." At the bottom left is a button that says "GET A FREE MARKETING CONSULTATION". On the right side of the graphic is a photograph of a man and a woman in business attire looking at a tablet together.



By Lynn Connor

It was announced on September 9th that all **U.S. private-sector firms with 100 or more employees will have to ensure staff are fully vaccinated or tested regularly.** 62% of Americans were fully vaccinated as of that date, falling below where the Biden Administration had hoped we would be.

[\\$14K per violation of vaccine mandate](#)

OSHA will enforce the vaccine mandate with a fine of [\\$14,000 per violation](#) against private companies that do not comply, through a forthcoming rule.

Fines for those who don't wear a mask on an airplane, train or bus will also increase. "First-time offenders now face a fine between \$500 and \$1,000, while fines for a second offense will range between \$1,000 and \$3,000, according to a TSA release."

Entertainment venues and school employees are also being asked to adopt vaccine mandates.

[Will the ETS make it into law? Experts are divided 50/50](#)

An ETS (Emergency Temporary Standard) is what OSHA plans to publish to enact the new requirements which has only been used 10 times in the last 50 years and almost 50% of those rules were invalidated by courts. The last ETS (Emergency Temporary Standard) that OSHA had used prior to last June where they formulated healthcare workplace rules to help stop the spread of coronavirus, was 38 years ago. And it took five months for OSHA to create the June rule with only a portion of it going into effect.

Many see the courts as determining the proper application of the vaccine mandate. Experts are completely divided if this ETS will in fact make it into law.

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a SARS-type virus is robust, long-lasting and broadly effective even in the case of mutations, generally more so than vaccines."



There are many who do not believe in mandating vaccines. Dr. Kahn, from the Kahn Center for Cardiac Longevity, shared 29 scientific studies from the [Brownstone Institute regarding natural immunity that was published as an article for employers, health officials and politicians](#). Dr. Kahn said "these studies demonstrate what was and is already known: **natural immunity for**

protection and should have a dramatic effect on vaccine mandates." Studies like these can give the staffing industry and employers in general, hope that natural immunity may be considered over mandates.

[OSHA has limited safety and compliance staff](#)



OSHA only has about 800 safety and compliance inspectors for more than 100,000 private sector companies that will be affected by the new rule. Employers have not been held accountable for unsafe pandemic conditions as reported by [Reuters](#) when employees complained when inspectors did not or took months to review reported facilities. Sixty six percent of employers did not pay fines and 50% appealed citations that were issued by OSHA.

The time consuming process for OSHA to create the ETS vaccination standard requires working through many questions brought forth by the Chamber of Commerce, various industries and business groups. **Neil Bradley, the Executive Vice President and Chief Policy Officer of the US Chamber of Commerce posed many questions to the Secretary of Labor:**

Some of the questions related to the vaccine mandate coverage from businesses around the country (many of them directly related to the staffing industry) include:

- How will the 100 employees be counted?
- Will it be 100 employees for the entire business or 100 employees per individual location?
- Will part-time employees be included in the 100-employee threshold?
- Do employees who are working from home count towards the 100-employee minimum?
- How will temporary or seasonal workers be addressed in the employee count?
- Will independent contractors count towards the 100-employee threshold?
- How will the ETS address Professional Employer Organizations (PEO's) and staffing companies?
- Will the ETS apply to workers who are full-time work from home / never come into an office or workplace?
- Will the ETS cover individual independent contractors that are engaged by a company with more than 100 employees?

Bradley also shared questions related to implementation, vaccination, testing, non-compliance, providing leave and enforcement.

Specific to the staffing industry, questions included: "Although the ETS will go into effect immediately, will it contain a grace period for employers to develop their programs and for employees to become vaccinated? Will employer obligations end at creating a vaccine policy in accordance with the ETS or will employer obligations extend to verifying that each employee complies?"



Staffing industry requirements for a vaccinate or test mandate are enormous

The details this mandate would require of a staffing company are enormous when you

consider everything surrounding the requirement. It reminds me of the complexity surrounding drug testing and the effect that continues to have on staffing companies.

With drug testing the Courts generally ruled that pre-employment drug screens for illegal drugs do not constitute medical examinations under the ADA and the Equal Employment Opportunity Commission reminded us screens should be administered after a conditional offer of employment has been made.

Companies perform drug testing because risk is

mitigated. Accidents are prevented, absenteeism and litigation is reduced, employees are protected from injury and productivity improves. But, drug testing is expensive and slows down the hiring process and can negatively affect the job candidate's experience while applying and onboarding for a role. The amount of employer related hiring laws and paperwork required over the last few years has been complex, to say the least. The Affordable Care Act alone took years to establish, understand and administer and now the employee mandate is gone but not the employer mandate.

The amount of new hire paperwork a staffing agency has to administer is already cumbersome.

Some clients also like their particular policies and procedures to be shared *in addition* to the staffing agencies. For those with electronic onboarding, the continual changes that have to be made to update the information is time consuming and expensive. **Adding a vaccine or testing mandate is a tremendous burden for both staffing agencies and employers in any industry.**

Medical or in-office testing, employer or employee cost and limited job candidates already, pre-pandemic

If staffing firms will be required to go down the Covid test mandate hole, employers need to know the type of testing acceptable. For starters, they need to know if it must be done by a medical professional and what happens if the employer cannot get enough tests to conduct weekly if they are allowed to administer in-office. Not to mention of course, who pays for the cost of testing when **estimates show a single PCR test is between \$80-140 after processing.**

Should employers have to test, many are asking if they will have the option to pass on the cost of the testing to employees when they choose to remain unvaccinated and do not have a medical or religious reason precluding them from being vaccinated. If they can pass this testing on to employees, when it is their choice to test rather than vaccinate, many will want to know if their agency can deduct the cost of weekly testing from employee wages.

The reality is neither employees or staffing firms can afford to pay for weekly testing and work time to do so. **It is hard enough to attract job candidates and get them to apply under current conditions.** Adding further testing - even if it's employer paid, will further detract from applicants coming in the door.

Staffing agency compliance requirements being considered

Issues to be aware of surrounding compliance for staffing agency owners include action steps to take if an employee refuses to be vaccinated without an exemption. Will the employer be immune if required to terminate an employee for not providing a proof of vaccination or negative test. Is there a limit to the number of weeks an employee can submit to testing?



Also, regarding unemployment claims and benefits, many staffing firms want to know if a termination has to take place for an employee refusing a vaccine - if it will count against an employer's UI experience rating.

There are countless unanswered questions and at this point

many staffing firms are waiting to see what OSHA publishes as the ETS standard for the vaccinate or test mandate. However, many are also starting to think about what to do and how to prepare if this mandate is approved and will be enforced.

According to Joanna Monroe, managing partner of Staffing GC and general counsel for the staffing industry and board director with 20+ years of experience in staffing and employment law shared that **even though the mandate is likely to face legal challenges, staffing agencies should be preparing** for implementation.



Monroe shared 3 things staffing agencies can do now to prepare for the vaccine or test mandate:

1. Adopt a policy

- Will you mandate the vaccine or allow unvaccinated employees to be tested weekly?
- Although it is not clear, it is likely that the final rule will require you to pay for the time spent getting the vaccine.
- If you allow for weekly testing, determine the logistics and plan to pay for employee's time and the cost of the test.

2. Establish a plan for determining employee's vaccination status

- It is generally lawful for employers to ask employees about vaccination status but maintain confidentiality.
- Outline your process for asking employees about their vaccination status and potentially obtaining proof if the rule requires it.
- Establish a tracking mechanism.
- For new employees, establish vaccination status and proof as a condition of employment.

3. Prepare to respond to accommodation requests

- Ensure your vaccine policy includes reasonable accommodation for disability or religious reasons.
- If you allow for weekly testing in lieu of vaccinations, you will also need to be prepared to accommodate for disability issues.



COATS Staffing Software offers ways to report and track vaccination status, testing and accommodations for the vaccinate or test mandate. Please [contact us for details](#) on how to use COATS to help you through this process.

Please note the information provided in this article does not, and is not intended to, constitute legal advice; instead, all content is for general informational purposes and we always suggest you contact your attorney for specific legal advice.



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Award Winner

A term that is becoming ever more common today in recruitment processes is "*Ghosting*." Ghosting can be defined as a sudden withdrawal from all communications without an explanation. This phenomenon can apply to how an employer or recruiter relates to an applicant and just as easily to how an applicant relates to an employer. A recent *Indeed.com* study cited by Kathleen Driscoll of *Massachusetts Lawyers Weekly*, found that about 76% of employers reported having been ghosted over the past year and that 57% of the employers reported that ghosting is more common than ever before. This article is written to make you aware of the symptoms of ghosting and the major causes, and to equip you with tools to defend against it.

Why does someone ghost another? Ghosting can be manifested by an applicant not taking phone calls, not answering texts or emails, not showing up for an interview or even a new hire not showing up for the first day on the job. Applicants often are exploring different options and if they are interviewing with multiple employers, they may well drop communications with all but the most promising employer. They may feel their best interests are not being served by spending time on less-favorable options. If the recruiting process is long and tedious, the applicant may lose interest, find something better, or become impatient. This perfectly understandable behavior on the part of the applicant can create irritation with employers and recruiters who have invested considerable time and energy in the placement and interview process. According to the *Indeed.com* study, nearly 48% of applicants stopped all communications with the prospective employer and 46% did not show up for a scheduled interview. In the most serious cases, 7% did not even show up for the first day on the job! A failure to communicate on the personal level and to keep the applicant informed and feeling valued during the interview process may lead the applicant to ditch the new job altogether.

Employers and recruiters practice ghosting when they do not follow up with interview feedback to applicants or when they are slow to inform the applicant of the next step in an interview process. Many potential candidates are screened during the hiring process, and many are culled out early on. Failure to provide feedback to unsuccessful applicants can create false expectations and confusion about their prospects. Employers and recruiters who don't want to face potentially unpleasant conversations with an applicant who has been considered unsuitable may not take calls and not respond to other messages. The message this sends to the applicant is destructive and can create ill will, irritation, confusion, and a feeling that the applicant is not valued or appreciated. As Andrew Deichler with *SHRM* observes in "Why Employers Ghost Job Seekers, and How to Respond," that some employers choose to ghost unsuccessful applicants for fear of legal ramifications. He further notes, however, that recruiters should be able to send a rejection letter or make a phone call with language that avoids the risk of a discrimination lawsuit. This simple closing of the loop will be appreciated by the applicant.

So how to deal with ghosting? Be aware of the potential pitfalls of not keeping applicants informed every step along the recruitment/interview process. Keep your relationships personal so that you can

deliver not-so-good news in a compassionate, but straightforward way. If your client knows you have their interests at heart, they will continue to communicate with you. The rapport you develop with applicants and clients can help minimize the risks of being ghosted. As Mr. Deichler points out, "In the staffing business, people are your bread and butter."

When you do get ghosted you need to shift your thinking. Do your applicants or your clients not feel special? You can improve your relationship with them so that they have no qualms about contacting you, even if they are the bearers of ill tidings. Be careful not to react in an emotional way. Be aware of the drivers of their behavior and that their self-interest will cause them to act in a manner that most efficiently uses their time and energy. It takes a lot of effort to restrain your emotions when you feel that you have invested a lot of time and effort only to have your expectations dashed. Don't post any adverse comments on social media, don't give up, and don't get mad. Be patient. The ghosting is not personal and if you leave the door open by maintaining your relationships, your efforts may yet bear fruit.

The importance of your personal relationships and your network cannot be underestimated in the battle to avoid ghosting. Emphasize to your staff the importance of being able to "read" your applicants and your clients and anticipate their concerns. Knowing how they may react to the recruiting/interviewing process will better prepare you to prevent potential ghosting incidents. In the vetting and screening process, you may find applicants that, while not the best candidate for a direct hire position, are a good fit for a contract position. Having more options may help placate applicants and make them feel that you are making every effort to place them. Similarly, offering contract positions to your client can help cement your good relationship with them. You can partner with a back-office provider such as Evergreen Contract Resources to enable you to place these contract employees. 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 at once. Call Evergreen today, and we will set you up. There is no cost or obligation. Use us when you need us. You can prepare your recruiting firm to deal with ghosting if you understand how you can **BE A GHOST BUSTER...WITH TEMP AND CONTRACT PLACEMENTS!**

ASK COACH

Mike

Michael Gionta

QUESTION: How have you worked with candidates who have agreed to the definition of acceptance but now have cold feet?

- Joseph



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.

ANSWER: The definition of acceptance is one of our processes that I will explain for first-time readers. We teach our clients to have a precise process for closing the deal that begins before an offer is extended as the candidate gets closer to the offer, maybe even between the first and second interview. Often, I will even do this in the first conversation because there is no pressure. The definition of acceptance is: (1) you agree to accept the offer and show up for work on the day you agreed to at the time you agreed to; (2) you are giving us your commitment that you will cease interviewing anywhere else and not entertain any other offers; (3) no matter what your company does to keep you, it is a hard no because you told us this was a hell yes.

I would say: "Joseph, here is what we need to do in the interview process. We want to ensure that you get all your questions answered, which aligns with the goals you shared with me in the first conversation. I am okay with you saying "no" at any part of the process. No, I do not want to go on the interview. No, I do not want to go on the next interview. No, I do not want to take the offer. Until you say yes, I am going to take the offer. Once you say yes, I will take the offer; I need your word of honor that you will not go back on it. That you are not going to continue interviewing with other companies, that you are not going to make a counteroffer or another company."

After the second interview, I remind the candidate of this conversation by saying, "One of the things we agreed on was it would be a yes or no. We are not at the point where you have to say yes, but if you had to lean in one direction, is it more of a yes or more of a no based on what you have heard so far?"

If it is more of a yes, you can ask what is missing for it to be a hell yes? You can say, "Remember the commitment you made was when we get to the offer, it is going to be a hell no or hell yes. It is leaning yes, let's make sure we get your questions answered to give you that clarity. Once we get that clarity, if it becomes a hell yes, I will ask you to answer our question on the definition of acceptance at the point of the offer. The definition of acceptance is you accept the job and show up on the day you agree to."

There is great importance to having the candidate accept the offer and agree to show up on the first day. I learned this the hard way, I got people's word of honor that they would accept the offer, and then they took a counteroffer and did not show up for work. They said that they promised to accept the offer. They did, but they did not agree to show up, thus creating a loophole. All my definition of acceptance terms are from the lessons I learned from dealings falling off, not only on my desk but also in my entire company's offices.

The definition of acceptance works most of the time, but nothing is 100%. There are people out there who act out of integrity. Sometimes they can justify the decision to go back on their promise. I do not let candidates off the hook when this happens. Luckily, those things rarely happen because the definition of acceptance in that process I just walked you all through is kind of ironclad. The only loophole is one's integrity on the other end. But most recruiters do not take candidates through that type of process that makes them a series of commitments because the recruiter is afraid that if they ask those tough questions, the candidate will not commit, and those are the deals they lose anyway.

The second part of the question is, what do you do when they give you that, and they have cold feet? I say to the candidate that they are committed to the company. Based on that commitment, they let their backup candidates go, which means they now have to start the process all over since two months or more have passed.

One of the things I used to do early in the process with a candidate would share a story I heard from Danny Cahill:

Coach Mike

Know Your Numbers: 7 Interview Questions Top Performers Can Answer

By Henry Glickel

It is important to quantify your successes when interviewing for a sales position. Though successful sales is not all about numbers, top performers know the answers to these questions without hesitation.

1. How long is your sales cycle?
2. How many sales calls do you make per week? (average number of attempted calls)
3. What percentage of calls resulted in contact? (not voicemail, etc.)
4. What percentage of calls resulted in an appointment?
5. What percentage of appointments resulted in a sale?
6. In the last 6 months what is your % to quota?
7. How often do you meet or exceed quota?

When you schedule your next interview, know your numbers. Be specific. And be accurate.

Editor's Note: In his 20 plus years of recruiting, Henry has successfully conducted over 1000 searches in the area of sales, accounting/finance, IT, Human Resources, Client Services, Managers, Vice Presidents, and members of the C-suite and Board of Directors for small and large private and public companies. Henry was awarded "Most Valuable Player" by the president of BAO. In 2009 Henry earned the Certified Employee Retention Specialist (CERS) designation from the National Association of Personnel Services.

I want you to imagine a scenario where you go through this entire interview process. You fall in love with the company. The company falls in love with you. It is your dream job. They make you an offer. The numbers are right where you want to be. You accept, and you are going to start on the 15th of the month. On the 14th of the month, you get a call, or an email, from them that says, I do not know how to tell you this, Mr. Candidate, but last week a guy who's better than you came in, and we decided to rescind the offer and give him the job. Nothing personal. It is just business (which is what candidates tell us all the time).

After telling the story, I would ask the candidate for their reaction if that happened to them. They said that would be total BS, that they have a signed offer letter and could sue the company. I just sit back and let them rant, and when they calm down, I ask them to help me explain how, if they did that, how it is any different?

But to the point of if they have cold feet, what I do, in empathy to another human being, is I say, let's go over this again. When you started interviewing, you said these were the challenges you had. Have any of those improved? No. Usually, you will hear they have gotten worse, number one.

Another tactic I use when I detect cold feet is to have the candidate reiterate the ideal opportunity and company elements they shared at the beginning of the process. I ask them to tell me more and help me understand why, based on those things why this opportunity still is not the best one for you? Essentially, I resell them on what they already said that they wanted.

A lot of times, cold feet happens because they are in fear. Humans naturally hate change. It is born into our subconscious. You can walk them through the fear by reminding them about what they liked and having them say it for themselves. That is how I would deal with a candidate with cold feed.

Thank you for that question, Joe.



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It Isn't all about Money, is it?

By Chris Heinz

There are jobs everywhere ... and I mean EVERYWHERE. You can't drive by a business and not see a "Help Wanted" sign. I told my wife the other day that it would be more eye-catching if a company posted a sign that said "NOT Hiring" because that would be so rare.

This means that motivated candidates, regardless of level, will be deciding between multiple offers and will have to choose what is the best one for them. Hopefully, these offers are coming through you, the incredible recruiter/Talent Access Specialist that you are!

More likely, though, is the reality that you have the candidate in one or two deals and the candidate is considering something they found on their own/fell into their lap/came out of the blue/was a contact from long ago ... you've all heard where these magical opportunities come from.

When you are closing the candidate throughout the process (please tell me you aren't only doing this at the end when an offer is ready!), it is VITAL that you are understanding their true motivations regarding what they are looking for in the next role.

Is MONEY important? Heck yea!

Is TECHNOLOGY important? Of course!

Is WORK-BALANCE important? Obviously!

You have probably heard this statement in some recruiting training you've been involved with; "it shouldn't be just about the money." If money is the only thing they are looking for, beware of a future fall-off! Just as easily as they accepted the position you presented, they can jump ship in short order for an extra \$5k from a desperate company that is willing to pay just a little bit more.

Your goal should be to understand ALL of the elements your candidate is looking for in their next role. By doing so, you will be able to be consultative in their decision-making process.

Let's discuss these elements using the acronym: C-L-L-A-M-P-S
(Most recruiters have called it clamps with one "l", but I added an "l" for an extra element)

C - CHALLENGE
L - LOCATION
L - LIFESTYLE
A - ADVANCEMENT
M - MONEY
P - PEOPLE
S - SECURITY

CHALLENGE

Will they be challenged in the opportunity? Will it be exciting or boring? Is the direction of the group continually pushing the envelope? OR...do they not want to be challenged and really want to be in a position that is 'easy'?

LOCATION

2 years ago this purely meant where is the office in relation to where they live and will their commute be long? We are now in the age of remote, flexible, hybrid, or fully in-office. Only the last two are impacted by commute time.

What is your candidate looking for in the right opportunity? Does your client offer this structure or would they be willing to offer it for the right person? If these two don't match up, you're in a world of hurt!

LIFESTYLE

Yes, I double "L'd" you!

In the world we live in now, lifestyle matters greatly. This isn't just a Gen-Z thing. This is a working professional thing. Is there flexibility in the position? Do the actual hours worked matter or does it only matter if the work gets done (whether that be at 9am or 8pm)? Can they 'shut it off' when working remotely? Are they able to get to their kids' activities and be more involved?

Another element of lifestyle is attire. There are situations in every job where traditional professional attire is needed. But, for the vast majority of the time, can they wear what they want? I have known candidates who have accepted comparable salaried positions because of this reason!

ADVANCEMENT

While not important to everyone, the majority of professionals want to advance in their careers. Advancement is tied to status, additional income, and 'making the family proud' among many other thoughts.

Are the people doing the interviewing selling the advancement opportunities? To cover all their bases, they should sell it as 'for the motivated person, these advancement opportunities exist.'

MONEY

Of course, money is important. Money makes the world go round...Mo' money, mo' better...you have to bring home the bacon...money allows you to laugh your way to the bank. Okay, enough with the money cliches!

When your candidate is making a decision on the right position for them, you have to ensure that your client-company is being competitive to the market at the time. I understand they have budgets to stick to and they need to consider what others are being paid in the company. But, the market will dictate what will and what won't attract the best talent.

If your client is near the bottom of pay, or simply average, do they make up for it with incredible benefits? Free healthcare? Unlimited PTO? Tuition reimbursement? Fully flexible work schedule? Etc.

PEOPLE

Do they like the people they'd be working with and do they really like the person they'll be reporting to? Have they even met anyone else beyond the hiring team?

If it is a remote/hybrid situation, do they understand how they will communicate with their team?

SECURITY

As in job security. Do they feel confident the company is stable? Do they see their growth in the market? Are they dealing with a declining industry or a growth industry?

BRINGING IT ALL TOGETHER

Some like to get their candidates to rank these in order, from most important to least important. But, can you explain how any of these 7 are not important? Rather than ranking them, explain them all to your candidates and when you are debriefing them post-interview, discuss each "letter" and see how the opportunity lines up with their goals.

If everything was 'just okay' other than they will get paid great, either find them something better or put them on a consulting/contract gig with the company.

To have the best chance of your candidate accepting the position you put them in front of, you better have at least 4 of these that are really solid.

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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10 Tactics for Weathering the Talent Shortage Storm

By Jason Hayes



Between rising turnover rates and ongoing talent shortages, recruiters are experiencing a perfect storm.

According to the [Bureau of Labor Statistics](#), 4.3 million Americans left their jobs in August 2021, which is the highest monthly number of voluntary “quits” recorded in nearly 21 years. At the same time, iHire’s [2021 State of Online Recruiting Report](#) showed that 73.9% of employers are struggling to attract qualified candidates, while 77.0% anticipate this challenge continuing throughout the coming year.

The market is full of potential job seekers ([unemployment sits at 4.8%](#)), so how can recruiting pros convince these candidates to join their teams *and* stick around long-term? With a new year on the horizon, it’s an opportune time to test out new recruitment strategies, adjust your hiring practices, and revisit your benefits and incentives. To appeal to the modern candidate and compete for top talent heading into 2022, start with these 10 tactics:

- 1. Think beyond “traditional” full-time roles.** With more job seekers desiring workplace flexibility, consider offering part-time, consulting, freelance, or “gig” positions to draw in great applicants who may be turned off by the 9 to 5, 5-day workweek grind. Plus, employees will be more likely to stay aboard if they can strike a healthy work/life balance with a role that fits their scheduling needs.
- 2. Call out remote or hybrid work options.** 47.8% of job seekers surveyed in iHire’s [2021 What Candidates Want Report](#) said it’s “very important” or “important” to find jobs that allow them to work from home. If your business offers remote or hybrid work (time split in and out of the office), highlight those options in your job postings to capture today’s candidates’ attention.
- 3. Look to your pipeline.** Remember that really impressive “runner-up” who narrowly missed out to your eventual hire? That candidate may still be interested in joining your team (and even actively searching for a job). Reach out to previous applicants in your talent pipeline – your new hire could be right under your nose.
- 4. Promote or hire from within.** Especially for senior-level and hard-to-fill roles, determine if you can promote a current employee or move someone laterally from a related position. Then, backfill lower-level jobs left behind (which are often easier to fill anyway).
- 5. Ask for referrals.** The odds are that your employees know someone who could be an excellent fit for your job. Ask around to see who your team can recommend. This not only saves you the time of sifting through applications, but also improves retention rates – [studies show that referrals stay 70% longer](#) than candidates sourced through resumes.
- 6. Ensure competitive pay.** Let’s face it: Money talks. And, if a candidate has been out of work for a while or is departing a low-paying job, they will look closely at compensation before accepting a new role. Prior to advertising a salary range or making an offer, research average wages in your location for specific career titles, and align your offerings with the market’s rate. If you can’t meet the industry standard, consider how your benefits and total compensation package can make up for monetary shortcomings. That leads us to the next tactic...
- 7. Revisit your benefits and incentives.** Today’s job seekers want more than simply medical and dental insurance in their benefits package. Entice candidates by offering something unique that’s hard to find elsewhere. For example, reimbursement for home office equipment, gym memberships, generous PTO, and sign-on cash bonuses might lure (and retain) the right new hire.
- 8. Communicate with applicants.** Want to set yourself apart from your competition? Give applicants timely and adequate feedback – don’t leave them hanging in the hiring process or “ghost” them. Let candidates know when they are out of the running for a position and set expectations by providing them with a glimpse of your hiring timeline.
- 9. Don’t drag your feet.** In this labor market, candidates are applying to multiple jobs and enjoying having a say in which opportunities they choose to pursue. When a qualified applicant enters your talent pool, move fast. Include prescreening questions in your application to cut down on time needed for phone screens, and use video or virtual interviews for easier (and faster) scheduling.
- 10. Try industry-focused job boards.** General, all-encompassing job boards cast a wide net, but industry-specific platforms target highly qualified talent with deep roots in a particular sector. Not only does this approach cut out the noise of irrelevant resumes, but it also leads you to candidates who don’t use some of the more generic boards. As a result, you’ll tap into new talent streams and spend less time reviewing unqualified applications.

With a job market as unpredictable as the weather, recruitment and retention practices that worked years or even months ago may not fare as well today. Reaching the right talent – before your competition – requires exploring tactics outside your typical hiring toolbox. Whether you implement one or all 10 of these tips, you’ll head into the new year with a little less turbulence.

Editor's Note:

Jason Hayes is VP of Employer Sales & Customer Success at iHire

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!

A GREAT CANDIDATE EXPERIENCE IS CRITICAL

The competition for top talent is fierce and it's critical for recruiters, hiring managers, and leadership to guarantee a positive candidate experience for every candidate. This includes the candidates you screen out. Candidates cannot feel like their resume or CV ended up in a dark hole with no communication.

If an individual took the time to apply to a job posting or job board ad, you should give them the courtesy of a response, even an automated response is sufficient. Or you can include a disclaimer that reads: *"We appreciate you applying for our position but only candidates meeting the criteria outlined will be contacted as part of our initial screening process."* If they don't hear back, they understand they were screened out.

Eighty-two percent of candidates who have a positive experience with a company, say they're extremely likely to refer their friends and colleagues. This is a simple way for you to attract the best talent to improve the candidate experience. Just imagine the benefits of positive social media posts, improved word-of-mouth advertising, and increased referrals of top talent!

First let's review the reasons why many candidates who are never contacted or interviewed, have a negative experience. Think about your online process to apply for a job. A confusing, unresponsive, or lengthy online application can cause you to lose top talent. The solution is to revamp your online application process to a user-friendly process that takes no more than 20-30 minutes. The answers should determine if this candidate should be screened in or out.

Often it is impossible to reach a human being unless you know their extension or the spelling of their name. This is not information a prospective hire would possess, and they become a frustrated candidate. Call your company after hours and experience what a prospective hire hears. There could be a special extension for potential hires that leads to FAQs on your website that would answer their questions.

Let's now discuss what causes a negative candidate experience when candidates are interviewed. The main problems are delays when a candidate arrives, an unprepared interviewer, courtesy interviews, irrelevant questions, and a lack of feedback.

Never begin an interview without reviewing the candidates' paperwork in advance. Block out 10-15 minutes before each interview to familiarize yourself with their work history. Also prepare your interview questions in advance, so you consistently ask candidates the same questions. This will ensure that you can properly evaluate one candidate vs. another.

When you have questions prepared in advance and give everyone the same opportunity to answer questions, even a candidate who appeared not to be qualified, could end up being a great candidate. This also helps eliminate emotion and bias from your interview process.

Be kind when providing feedback. Your first words should indicate that they are not going to get the job. Works like *"unfortunately"* or *"I don't have the news we were expecting"* are the best to start out your conversation.

It also helps to let candidates know if you're not going to hire them as soon as possible, once you know you're screening them out. You don't want them to feel like their resume or application ended up in a deep black hole! You can set up an automated response to candidates who apply and aren't being considered.

Thank them for their time, stress the great things about them, and then give them something concrete that would help them in their future interviews. Just telling a candidate they are not a "fit" doesn't help them.

Never inform a candidate they have been screened out by email or text. They probably took time off work and did the best they could during your interview process. You owe it to them to pick up the phone and have a conversation.

When candidates have a negative experience after applying for a job, they'll often write negative posts on social media. Even worse, these individuals will often stop buying your products or services, will not provide you with referrals, or ever consider applying to your company again for employment. That could be extremely costly and have a negative impact on your ability to hire the best people.

During the weekly live webinars I conduct for job seekers, they don't know who I am – so they complain about recruiters and hiring authorities all the time. One of their greatest complaints is that we don't care about them, we only care about filling open requisitions. It's up to each one of us to change their perception and provide them with a positive experience whether they are hired or not.

You hire or place a very low percentage of the candidate who answer your job board ad, website posting or were recruited. When you add to that the number of unsolicited resumes or CVs you could be talking hundreds or even thousands of candidates per month who did not achieve their goal, which was to get hired or placed by you.

We created a Career Portal for candidates we don't hire or place, to show them techniques they can use to escalate their job search. We also provide live weekly webinars for these job seekers and as a result have dramatically improved the candidate experience. Providing alternative resources gives them something "to do" while they search. If you would like to review what we've created go to www.happycandidates.com or call Jodi at 219.613.7367 to receive a 40% discount.

Whether you develop a resource for candidates or just make changes to ensure they have a positive candidates experience, it is well worth your time and effort. The competition for top talent will continue to increase.



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Conditional Equity Program (CEP)

By Michael Neidle

Very often an owner of a company would rather sell his company to his key employee(s) via a CEP and reward those who helped build the company and reward them by essentially inheriting the business at the fair market price. This, rather to go through the rigors of a potential sale via an outside party, go through all the rigors of a dealing with brokers, having to go through due diligence, the potential exposure of being "on the market", possible staff turnover due to their uncertainty of employment on a transition, a slew of hassles and wasted time, etc. The CEP route provides the recipients with an opportunity to buy the company and continue to grow it, for a win-win scenario. This is like a Management Buyout (MBO). The difference is that certain milestones during the transition process need to be met and no equity is earned until the sale is completed. And if the CEP falls apart and an outside sale is always a fallback option.

The market value of the company at the time of sale to the CEP should be established by a well-qualified industry appraiser. The targeted price for the company is typically set on the culmination of a 3-to-5-year growth period. Prior to sales the CEP equity is zero (0) and may not be traded, bartered, or transferred to any other party. The purchase price of the company needed by the CEP is set at the end of this growth period. The bulk of the financing needed to pay for the sale would then typically come from the free cash flow generated during the growth period. This owner sets by this value and how long the CEP has to pay it off, but the current owner may provide some forbearance if need.

The CEP must be continually employed with the company and will be forfeited in its entirety on termination of employment, be that voluntary or involuntarily. There shall be no proration based on service time with employee, who must also maintain accurate and timely records and KPI's. The CEP should provide for a smooth transition of the sale of the company as know it well. It will be the job of the CEP to reach the sales, profits, and market value goals in the agreed upon time horizon. The purchase price of the company may be discounted by the current owner, this may vary from 0 to 20% on the market value and the end of the growth period. As an example, if this market value were to be \$10 million, and a 10% were provided to the CEP, this would worth be \$1 million, and \$9 million would be due to the exiting owner. The CEP value would normally be applied to the final year's payment. If the CEP then continues to grow the profits of the business, they should more than make up for the purchase price to the exiting owner. As part of this process, periodic financial and KPI targets will be tracked to help the CEP achieve the selling price. If the financial conditions are not met the transaction would not be consummated and the sale would not occur.

This is like a mortgage with a bank, where the bank owns the house until the last payment has been made. Here the exiting owner continues to own the company until the price is paid in full. If that were to happen without forbearance, the company can be sold to an outside party.



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.

Recruitment in an era of Mandates & Passports

By Patricia Conlin

Some of the recruiters I speak to see 2021 as a year of unbelievable grabs at constitutional freedom. Others see it as a year of more government intervention for covid safety. Whatever your belief, the facts are available around the mandates and passports being pushed in corporations in both the U.S and Canada and around the world. These mandates impact our ability to recruit for organizations and lead to an increase in job openings where candidates do not want to submit to an experimental jab to get or keep a job. Is that good for us as recruiters or not? Let's discuss some of the key areas where these mandates are neglecting the scientific data and could cause far more harm than good.

At the moment, scientists are highlighting 3 areas of this unprecedented roll-out:

Up to 70% of the population has already acquired natural immunity to this virus that the stated rate of recover is 99.7-99.98%. Natural immunity has been shown to have significantly longer protection. Why isn't natural immunity being recognized?

<https://theexpose.uk/2021/10/23/91-studies-prove-natural-immunity-is-better-than-covid-19-vaccines/>

Data has shown that the experimental jabs do not provide a complete immunity or stop transmission. In addition, actual effectiveness has been grossly overstated and significant data is showing the alarming number of deaths and injuries post jab that are causing scientists around the world to request these jabs be stopped.

Safe and effective treatments exist to treat this virus that are curing millions around the world.

(<https://www.sciencedirect.com/science/article/pii/S0166354220302011>)

So what is going on? Around the world the shots are being pushed by governments and employees who disagree are being terminated without pay. What is your view on this issue? Are you able to have a calm discussion with someone who has a different point of view on the topic? Are you able to compare information to ensure you have the correct data? All of these mandates are causing conflict and increasingly people are feeling fearful and paralyzed by the uncertainty. In companies, communities, and households there is also unprecedented division and conflict driven by the covid narrative. Media is fueling the division by pushing left vs. right, anti-this vs pro-that, female vs. male and many other divisions.

The key to stopping this is to stop buying into the Mainstream media and start focusing on what is right vs wrong instead. Is it morally/ethically/legally/medically correct to push the vaccine on your staff? Are the severe covid measures in the democratic states and in Canada working and justified? Is it correct to turn against your spouse, neighbor, friend, co-worker for making a medical decision that is different than yours? I have seen a high increase in legal action in the corporate setting for covid violations along with increased desperation of employers to find staff for job openings. Will employers ditch the mandate so they find valuable critical thinkers? I am already seeing this happen in many parts of Europe, US and other areas.

All of the stress around the mandates and passports is also causing alarming spikes in stress related illness and anxiety.

Daily I speak with people who are desperate, scared, worried or severely stressed. All the stress is impacting our immune systems and ability to cope with the level of uncertainty we are experiencing. Top that off with bank jitters, supply chain issues and alarming inflation and you have a recipe for freaking out. Many people are experiencing the classic stress response of Flight-Fight-Freeze or Fold as they try to cope with the increasing uncertainty. In the flight mode, many will resort to alcohol or drugs to deal with the stress. In the Fight mode, many will become angry and take legal action. In the Freeze mode, anxiety and depression kick in where people have no energy to do anything and finally in the fold mode, they give up and just do whatever they are told to do. Which response do you go to when under stress?

No matter what is going on, you can navigate successfully if you take care of your physical, mental and emotional health and prepare a buffer for any unforeseen events over the next year. I am currently training people everywhere on building inner resilience and would like to invite you to attend my upcoming webinar with EMinfo to get you through the winter months ahead.

Building Inner Resilience

In this information packed webinar you will learn how to be boost your resilience to stay healthy and obtain more lasting success in the recruitment industry. You will learn the keys to building long term resilience to thrive in work and life, review powerful stress busting techniques and easy upgrades to your habits to navigate more successfully through the ups and downs of recruitment. You will also learn how to better connect with clients and candidates using Emotional Intelligence Tools for more placements and be taught easy ways to reach your goals faster. This webinar will include information for recruiters, managers and owners that is key for success in 2022 and beyond.

Participants will have the opportunity to win Patricia's on-line training course THS-Recruitment Pro (valued at US 174.95), will receive Tish's Stress Management Guru course and a copy of Patricia's health tips book "ABCs of Food: Boost your energy, confidence and success..."and will be actively participating in some educational exercises with partners to reinforce training concepts.

Key takeaways:

- The 6 Keys to Resilience and Resilience Killers that also Kill your deals
- Tips to manage stress and upgrade your immunity to stay healthy
- Releasing negative emotions and increasing energy levels
- Leadership in challenging times
- Powerful Emotional Intelligence tools and techniques to build better client and candidate relationships
- Strategies to resolve conflict and negotiate more effectively to avoid losing deals
- Developing a resilient mindset for your future and grow your revenue
- Tap into creative ways to build your company

Date: December 8 @ 1:00pm EST - stay tuned

After registering, you will receive a confirmation email containing information about joining the webinar.

Patricia (Tish) Conlin is a Talent Solutions firm owner, Speaker and Soft Skills Trainer, with over twenty years as President of Global Consulting Group Inc. She is a Certified Emotional Intelligence Trainer, Registered Holistic Nutritionist, Black Belt Martial Artist and author of ABCs of Food: Boost Your Energy, Confidence, and Success with the Power of Nutrition. She offers comprehensive live and on-line training workshops on key leadership and success topics. Visit TishConlin.com to energize your performance and life with a large number of on-line training programs and courses.

JOIN the THRIVE HUB on LinkedIn to connect with thought leaders and business professionals by clicking below: [ThriveHub](#)

Tips to attract top Gen Z talent in 2021

- 1 Build out a talent pool of prospective candidates
- 2 Focus on selling the role
- 3 Facilitate remote hiring and remote working
- 4 Play the long game
- 5 Integrate technology into the recruitment process
- 6 Prioritise diversity



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Avionté Introduces Avionté 24/7 App, Bringing WorkN Candidate Experience Technology to Broader Segment of Staffing Firms

Avionté, a leader in enterprise staffing and recruiting software, today introduced Avionté 24/7, a new mobile talent enablement app powered by WorkN technology. The pre-configured app includes the full suite of WorkN functionality under the Avionté 24/7 brand, allowing staffing firms of all sizes to offer talent a comprehensive mobile experience throughout every stage of their journey. By focusing on improving the candidate experience, staffing firms benefit from increasing recruiter productivity, talent satisfaction, and redeployment rates. As an alternative to WorkN's white-labeled offering, Avionté 24/7 can be implemented seamlessly and cost-effectively by any client on the AviontéBOLD platform.

"We are thrilled to expand the reach of our candidate experience technology to many more staffing firms with the introduction of Avionté 24/7," said Avionté CEO Rishabh Mehrotra. "As staffing undergoes a technology-led consumer transformation, we are committed to ensuring our clients have the right solutions to remain at the forefront of the industry. Employers who can attract, vet, onboard, and schedule workers remotely maintain a significant competitive advantage. With the Avionté 24/7 app, we ensure all our staffing clients, no matter their size or scope, can deliver an outstanding candidate experience."

Avionté estimates that fewer than one in five staffing firms utilize talent enablement software today. With a simplified footprint, standard Avionté branding, and a streamlined process for set up and implementation, Avionté 24/7 levels the playing field by enabling more firms to take advantage of this sophisticated candidate experience technology. Available on iOS and Android devices, Avionté 24/7 is designed to use AviontéBOLD's database and system of record to enable:

- Quick and easy talent enrollment

- Skills matching and algorithmic distribution of jobs to ensure talent receives notifications of relevant opportunities

- Real-time, in-app push notifications of job opportunities

- Flexibility in job distribution: opportunities can be presented to candidates in Offer, Interest, or Schedule Mode to attract, engage, and place talent across all staffing verticals

- Mobile timekeeping with bi-directional performance ratings and geofencing

- Robust data and analytics

- Deep integrations with other best-in-class talent enablement solutions

- The option to upgrade to a white-labeled mobile offering as your staffing company grows

"Early adopters of candidate experience technology in staffing have achieved dramatic improvements in profitability, growth, and employee satisfaction," commented Ericka Hyson, the President of WorkN, a division of Avionté. "Avionté 24/7 delivers a streamlined mobile candidate experience, allowing firms to improve response rates, reduce no-shows, drive higher retention rates, increase referrals, and boost re-engagement. The integration with AviontéBOLD minimizes change management, allowing the recruiter to continue to work out of the ATS. The skills matching and real-time algorithmic distribution of jobs boosts recruiter productivity, providing the opportunity to focus on high value activities. Today's talent expects a seamless, frictionless experience. Firms that are easy to do business with and are focused on improving the customer experience will have an edge."

WorkN and Avionté will continue to innovate and enhance Avionté 24/7 to broaden its appeal to all staffing and recruiting verticals. Avionté's 24/7 clients will have the option of upgrading to a customized, white-labeled mobile app as their businesses grow and needs change.

To learn more about Avionté 24/7 or schedule a demo, please reach out: info@avionte.com.

About Avionté

Avionté is a leader in enterprise staffing and recruiting software solutions, offering innovative end-to-end technology solutions to nearly 1,000 customers and 25,000 users throughout the U.S. and Canada. Avionté delivers a robust platform for clerical, light industrial, IT, and professional staffing firms to maximize profits and boost productivity. WorkN, a division of Avionté, is the premier candidate experience technology provider to the staffing industry. WorkN's mobile talent enablement app combined with Avionté's powerful ATS, billing, and payroll solutions, including the first paycard designed specifically for the staffing industry, help staffing firms of all sizes and scopes scale and grow their businesses.



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Art Director: Tiffany Turner
Advertising : Rick Turner

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