

## 5 Ways to Use Your ATS to Improve Your Hiring Strategy in 2022



CRM Recruiting Software Guide

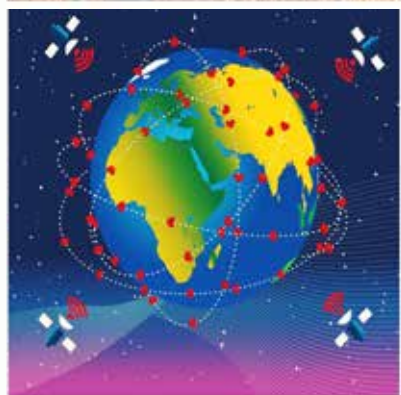
We Get Paid for What??

Letting Go of Negative Emotion for Higher Production

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# DID YOU KNOW?

\* **A simple way to keep your ATS updated is by scheduling biannual or yearly campaigns to confirm candidates' information is still accurate.** This can easily be done in your ATS by sending out a mass text message or email with the candidate's information you would like to confirm. pg 5

\* You can find out how long it takes on average for candidates to move through the hiring funnel, where those candidates came from, their success/fail rate, and much more. This helps you determine what can be improved within your processes and workflows, leading to more efficiency and cost-savings down the road. pg 9

\* A good recruiter will ensure that the process is a timely one. As much as we believe we can 'control' the process, it is more likely we can help influence it and suggest improvements if there are concerning areas. While we hope that most processes should be able to be completed in 2-3 interviews within 5 days, sometimes that isn't the case. pg 11

\* It's easy to lose sight of the bigger picture when your unresolved feelings begin snowballing into anger and blame. Be aware of or record your feelings in writing. Revisit later and see if those feelings make sense in the bigger picture. pg 13

\* When income is tied to performance, it is important to have a Policy and Procedure Manual or an Employee Handbook that you can refer to when issues surface. In addition to the typical topics like onboarding, hours, benefits, etc. your policies and procedures of your sales team is important. pg 14

\* A typical increase in productivity is 25% for a W2 internal recruiter vs. an RPO but this can vary widely. However, at a 25% rate the economics would go from 4 or 5:1 to 3-3¾:1 using a third party. pg 16



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# 5 Ways to Use Your ATS to Improve Your Hiring Strategy in 2022

By **Jennifer Roeslmeier**

With 2022 in full swing, you've probably spent a lot of time thinking about your hiring strategy in the new year. Whether it's combating the Great Resignation, finding the best candidates in a time when candidates have the upper hand, incentivizing your job offers, or finding a way for candidates to *trust* you as an employer. Going into 2022 with a hiring strategy is essential to stay a leader in the industry, especially during a time when the employment climate changes every day.

**What about your ATS though?** Has it been a part of your hiring strategy? Your ATS is a vital tool for your everyday operations. Your team most likely uses it every day, every hour, and probably close to every minute of the workday. So how can you optimize the use of your ATS to support your hiring strategies in 2022? By incorporating your ATS into your hiring strategy you have the opportunity to *source better* candidates, *find the best candidates* for the job, and *streamline* your hiring processes.

Let's take a look at some of 2022's hiring trends and ways you can use your ATS to improve your hiring process this year!

## Keep Your ATS Updated

Your ATS is probably your most valuable tool when it comes to searching and finding candidates. It also might be a very underutilized tool at your staffing company. When searching for candidates, you don't always need to rely on job boards to find new candidates. Over the years, you've probably already brought in hundreds of qualified candidates into your ATS, so why not first use the expansive database of candidates you have in front of you?

[The Future of Work 2022 Global Report](#) published by Monster **found that resume search tools in your ATS are the second most effective search tool for finding candidates.** The usefulness of your ATS though is only as good as the information. If candidates' information isn't kept as up-to-date as possible, then your ATS may be less effective when utilizing it to find candidates. ATS's have proven to be an effective tool when searching for candidates, so it's important to have a strategy in place to keep your ATS up to date.

**A simple way to keep your ATS updated is by scheduling biannual or yearly campaigns to confirm candidates' information is still accurate.** This can easily be done in your ATS by sending out a mass text message or email with the candidate's information you would like to confirm.

Sending out the mass message is the easy part, but receiving the responses back could be more challenging. Try to make it as simple as possible to receive a message back from the candidate. **If you have the ability to send a mass text message that populates the candidate's information, a text may give you a quicker and higher response rate.** To make it as simple as possible, you can have candidates reply "1" to confirm the information is accurate. If it is not, you can have them respond directly to the message with their updated information.

**\*QUICK TIP\*** In the message, you might consider re-introducing yourself in case it's been a while since you last touched base. Also, include a line of why you are looking to confirm the information. Below is an example introduction.

"Hi [INSERT CANDIDATE NAME],  
[INSERT RECRUITER NAME] here with [INSERT STAFFING COMPANY NAME]! Could you confirm your information below is still accurate? We want to keep our records up to date so we can reach out if any job opportunities come up that would be a perfect fit for you!"

**Keeping your ATS up to date is the first step for optimizing the use of your ATS to find candidates.**

## Use Your ATS to Source Candidates

Monster's [The Future of Work 2022 Global Report](#) **notes that one of the top 3 pain points before the interview is sourcing quality candidates.** Your ATS may be filled with hundreds or even thousands of candidates, but most likely you have some that are more qualified than others. This is where good notes, rankings, and favorites lists in your ATS can become an important asset.

A valuable best practice to put in place is ranking candidates and adding "hot candidates" to a favorites list in your ATS. Explore your ATS and see if there is a way you can rank candidates by



industry. If there is a way, after your recruiters' initial communication with a candidate, they should assign a numerical ranking to the candidate based on the industry. It can be a simple 1 to 5 or 1 to 10 rating scale. That way, when you are searching for a candidate to fill a clerical position, for example, you can use the search in your ATS to search for candidates that have a high clerical ranking.

For candidates that are ranked high, you can go an additional step and add them to a Favorites List in your ATS. That way recruiters can easily access a Favorites Clerical List, a Favorites Light Industrial List, or a Favorites Accounting List, and reference that list *first* when sourcing quality candidates. A last best practice to think about when sourcing candidates in your ATS, is putting in detailed notes. This is a best practice that should be encouraged to your team. If there are specific notes that you would want a recruiter to take when communicating with a candidate for the first time, consider adding this to your internal ATS manual. To ensure everyone is following the same ranking and favorites list procedures, details on ranking and adding candidates to a favorites list should also be outlined in writing in an employer ATS user manual.

## Use Your ATS to Send Referral Emails

Did you know that [24% of candidates](#) are skeptical of promises companies make about job expectations, benefits, perks, and culture? [The Recruiting Automation Playbook](#) published by Sense notes that 8 out of 10 candidates trust the workplace recommendations of friends and family. [CareerPlug](#) also notes that a referral makes a candidate 85 times more likely to be hired.

**What does this all mean for you?** In 2022, a component of your hiring strategy should include referrals from current employees and maybe even from former employees. As the stats show, candidates are trusting employer promises less these days. A company referral from a friend or family member though increases that trust in the company immediately. From your perspective, the quality of the hire may also be better since it is referred to you by someone *you trust*.

The first thing to think about is adding a referral program into your hiring strategy. If an employee refers someone for a role and they are hired, what do they receive? Next, you will want to put together a referral campaign. This can be a simple email campaign to current or past employees in your ATS that you have had a good experience working with. Referral campaigns can be as broad or as specific as you would like. Here are some ideas of what you can include in the email:

- Compliments to the employee for their work and how you would like to hire more stellar employees like them
- Information about the referral incentive if they refer someone that gets hired
- Information about a specific job you are looking to hire for
- A list of jobs you are hiring for or a link to open jobs on your website

Setting up a referral program and using the capabilities in your ATS to support your program, will ultimately bring in more candidates that *trust* working with you and also may lead to more qualified candidates.

## Eliminate Manual Tasks for Recruiters

Your recruiters are an essential part of your team so it's important to also think about their needs as you compose your 2022 hiring strategy. You want to keep your recruiters happy and employed at your staffing company and one way to do this is by helping eliminate manual tasks. [The number one reason for employees quitting their job in 2021](#) was due to burnout, which can often be caused by manual, redundant everyday responsibilities.

It's also important to note that the competition is fierce for recruiters as companies brace themselves for a wave of hiring in the new year. According to [LinkedIn's Future of Recruiting Report](#), the demand for recruiting professionals has increased by 63% since 2016. With the increase in demand for recruiters and the "candidate-driven market" we are currently living in; thinking about ways to use your ATS to eliminate laborious tasks can not only keep your recruiters happy but help streamline processes and increase productivity.




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**One way to eliminate manual tasks is by reviewing your ATS's network of partners.** Many ATS's offer partner integrations in their software that allows staffing companies to streamline processes and store third-party information right within the ATS to eliminate the need to toggle between multiple solutions. This could include an integration with a background check screening company, a pre-employment assessment testing company, or even a pay card company.

Integrations allow information to flow back and forth between systems without needing to manually transfer information. For example, a recruiter can initiate a background check within your ATS through a background screening company's integration, and then when the background check is complete, that information would automatically flow right back into the ATS and store the results in the candidate's record. This allows the recruiter to focus on other critical tasks, instead of spending time entering information back and forth. It also allows you to store information all in one place, your ATS. If you are currently using partners that don't integrate in your ATS, consider re-evaluating and taking a look at your ATS's network of partners.

**The automation of tasks is also becoming more prominent in the recruiting world.** Your ATS may offer an AI partner integration that allows the team to automate tasks. This could include the automation of text messages or emails, where a communication automatically goes out after a task is triggered. For example, an email or text message can automatically be sent the night before a candidate starts a job, wishing them a good first day. Another communication can be sent later that week, asking how the first week went, etc. The automation of communication not only eliminates time spent manually composing messages, but it helps increase engagement with candidates because you have more bandwidth to stay in touch regularly.

**Chatbots are also becoming a way for recruiters to pre-screen candidates.** Once a candidate applies for a position, an email or text message can be sent out with pre-fixed questions that allow the Chatbot to gather preliminary information and pre-screen the candidate. Recruiters save time by eliminating the screening of candidates and can focus their efforts on the qualified candidates that come through. What's also important to note, if your ATS offers an AI integration to help automate tasks, similar to the ones discussed above, all of the communication should be stored in your candidate or contact records within your ATS. Recruiters won't need to toggle between solutions to view communication.

These are just a few ways to help eliminate manual tasks for recruiters and ultimately keep them happy and help increase the whole team's productivity. As you put together your 2022 hiring strategy, think about ways that will work well for your company to help eliminate those tedious, manual tasks.

## Make it Easy to Accept Jobs on Mobile

60.7% of job applications are now being completed on a mobile device, according to an [Appcast study](#). If most job seekers are spending time applying for jobs on a mobile device why not give them an easy and quick way to accept a job on a mobile device? In recent years, more job seekers are searching and applying for jobs on mobile because of the convenience of it. **Staffing companies can give job seekers that same experience when it comes time to accept.** If candidates are able to quickly accept a job on a mobile device, they have the opportunity to accept that job quicker and possibly even before another job offer comes in via a phone call or email.

Now is a good time to work with your ATS provider to see what mobile opportunities they offer for a quick job acceptance. This could be as simple as an offer coming in as a text message, and a candidate simply has to click on a link to accept. Your ATS might also offer a mobile app, where candidates can accept the job offer right from the app. See what mobile features are available to you and begin implementing them to help bring that convenience to candidates while shortening the time to hire.

## Review, Strategize, Hire!

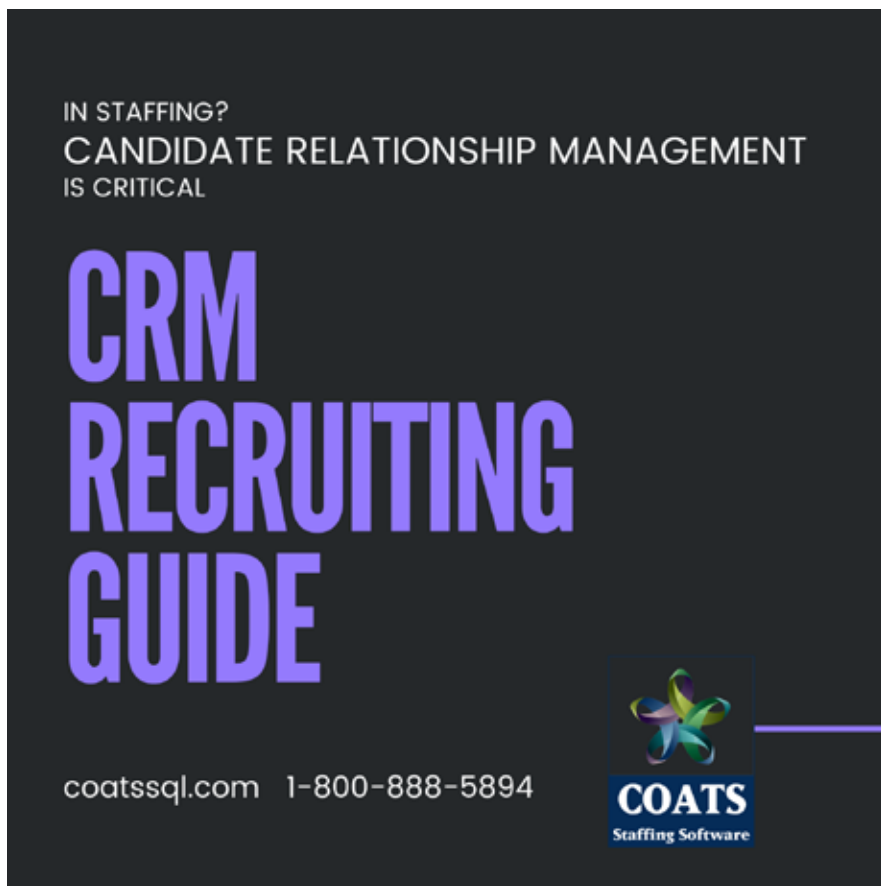
We reviewed some of 2022's top hiring trends and challenges to think about as you build your 2022 hiring strategy. We also reviewed ways to use your ATS to support these hiring strategies. As you go about the year, continue to monitor hiring trends and ways you can use your ATS to its fullest capabilities to support the current climate. We live in a time when the employment industry is constantly changing, but by adapting to these changes and using the resources available to you, you will be able to come out on top.



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Spend enough time in business and marketing and you're sure to hear the acronym "CRM." It doesn't matter what industry you're in, what customers you serve, or how your company operates—you're likely already using CRM software. If not, you could definitely benefit from a CRM system.

Outside of the HR, staffing, and recruitment world, CRM stands for *Customer Relationship Management*. This refers to a software platform designed to help companies keep track of their customers. Within the world of staffing and recruiting, CRM (sometimes called Candidate Relationship Management) refers to software that helps keep track of job candidates and their progress through the hiring pipeline.

So, what exactly is staffing CRM software? What benefits do customer relationship management software solutions provide for staffing agencies like yours? Let's take a deep dive into CRM recruiting software in this ultimate guide.

## **What is Customer Relationship Management Software?**

By Lynn Connor

Recruitment CRM software allows staffing agencies to manage all aspects of their staffing and recruiting process. Think of it as your phone's contact list on steroids—not only does it store and organize candidate information, it streamlines your entire recruiting process from end to end.

Note that CRM software is different than your ATS system (applicant tracking software). Applicant tracking systems for staffing agencies focus on the application process itself. With a CRM, there is an increased focus on the R: Relationships. It's used to build relationships with your candidates and clients, not just keep track of them. That is the true power of using customer relationship management software solutions for your firm.

## **How Can Customer Relationship Management Software Aid in the Recruitment Process?**

How does CRM software actually help the recruiting process? There are many ways that this kind of technology helps your agency engage and place job candidates.

### **The list includes:**

#### **Attracting, Sourcing, and Managing Candidates**

The main benefit of using a CRM system is that it helps you source, hire, and manage candidates. Because your CRM system serves as a large, organized database in which to store a large amount of information, it makes things a lot easier when you're dealing with high volumes of candidates. It's especially helpful for engaging with passive candidates (those who aren't actively looking for a position, but may be interested if the right fit comes along). By keeping in regular contact with these individuals, you're making it more likely that you'll be able to leverage those candidates for openings when it counts.

#### **Automating Workflow**

The automation built into most CRMs is paramount to your business. From sending out automated emails to scheduling interviews and following up with candidates, so many processes can be taken off your recruiters' plates and automated. That's a huge time savings while increasing candidate engagement at the same time, so it's a win-win.

Things like automated emails and newsletters sent out to your candidates are great ways to keep those candidates "warm." When they see regular communications from your company, you're kept top-of-mind. That means more engagement when those candidates need a job, or see an open position that they feel they're suited for. Applicant Tracking

Just like your ATS, a CRM provides applicant tracking solutions to make your life easier. You'll be able to keep track of every candidate, from initial screening all the way through the hiring funnel. This gives you important insights into your business, allowing you to make better-informed decisions.



## Reducing Time-to-Hire

Another great benefit of using CRM software is that it reduces the overall time-to-hire. Because you're eliminating so much of the manual data entry that your recruiters used to have to do, you're saving a lot of time upfront. Plus, the proactive nature of CRM software means that you aren't relying solely on your manual engagement with those candidates. Engagement is kept up for you, ultimately getting candidates settled into their roles faster.

## Developing Better Candidate Relationships

Remember that "relationships" is the key part of any CRM software. This kind of staffing software solution should ultimately make it easier for your agency to manage relationships with your candidates. From getting in touch to guiding them through the hiring process to following up with them after they're on-site, your CRM will make it easier to nurture the existing relationships you have with candidates and create new ones at the same time.

Remember that job candidates are looking for a positive experience when they're interacting with your recruiters and your company. A CRM can help you facilitate that. Whether it's easy-to-fill application forms or landing pages designed specifically for a target audience, the system can bolster the candidate experience in your favor.

## Tips for Getting the Most Out of Your Staffing Software

We've learned what a CRM software is, what it can do for your company, and how it differs from ATS recruitment software. Now, let's discuss how to get the most out of your CRM system to the benefit of your entire business.

## Train Employees on Utilization

If only upper management or a department supervisor is up to speed on your CRM system, you're not getting the most out of the software. The power of the CRM system is the relationship building that it facilitates, so it's wise to have every member of your recruitment team familiar with the software. That way, you're maximizing that relationship building capacity across your entire organization. After all, it's the recruiters who are interacting one-on-one with the job candidates that you place.

## Integrate Your CRM with Other Tools

Another great thing about CRM systems is that

they integrate with other tools you already use, like email and your ATS. The more automation you have built in, the less mundane tasks your existing staff has to take care of. That frees them up to focus on the core objectives that really matter—things like placing as many candidates with top employers as possible, for instance.

## Review Insights from Analytics

CRM systems do more than track applicants and help you manage large volumes of data. They examine that data and help you learn from it. That's where the analytics portion of CRM comes in. You can find out how long it takes on average for candidates to move through the hiring funnel, where those candidates came from, their success/fail rate, and much more. This helps you determine what can be improved within your processes and workflows, leading to more efficiency and cost-savings down the road.

## Streamline Your Recruiting Efforts With Customer Relationship Management Software

Clearly, candidate relationship management software is a must-have for many types of firms in a variety of industries. The staffing and recruiting world is no exception.

CRM systems help you to attract and manage top talent, automate workflows, reduce time-to-hire rates, and develop stronger candidate relationships. When you train your entire team on the use of your CRM, integrate the system with the tools you're already using, and make sure to take advantage of the analytics, you're really making the most of the technology.

Are you looking for recruiting software solutions for your organization? Perhaps you're interested in implementing a CRM yourself, or an upgraded ATS recruitment software platform. COATS Staffing Software can provide you with the tools you need. We've been serving a variety of industries—technical, clerical, medical, professional, industrial, financial, and more—for more than 25 years by providing staffing software solutions that work for organizations of all shapes and sizes.



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## Coach Mike shares: How to Simplify Your Annual Plan to One Critical Number

Most recruiters and recruiting firm owners have spent more time planning their family vacation than doing their annual business plan. Frankly, many of them will also admit in small private conversations that they aren't thrilled with their current situation either. **I am going to boil down a real simple "101" process to build a recruiting business plan for you that will keep you excited, on track to grow your revenues, and focused on just one critical number.**



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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### The Critical Number Process

#### 1. What do you want to achieve, EXACTLY?

First think longer term, 3 to 5 years out. Write these down and get REAL SPECIFIC. Then look 12 months out. What needs to occur in the next 12 months that enables your 3-year goals?

#### 2. Then ask the question most forget to ask. WHY is this important to me?

Why do you want to achieve this in your recruiting business? Get real specific. Everyone says they want to make a lot of money, but few know EXACTLY what they would do with it!

Are you going to finally visit the Uffizi Palace in Florence, take a hot air balloon tour over the Masai Mara, completely fund your children's college savings accounts? Be specific!

#### 3. What are the activities needed to GUARANTEE the achievement of #1? What is Your Critical Number?

Avoid statements that aren't specific like "make more calls". How many more interviews do you need to arrange, how many more job orders do you need to take? The most effective way to stay on track throughout the year is to identify your business' critical number.

Your CRITICAL NUMBER is a metric that is easily measurable and documents progress toward the company's business goals. It is ONE number that is easily understood by everyone on the team and around which all team members can focus their efforts, attention and celebration.

Click [HERE](#) to [download "Your Critical Number" worksheet](#) and calculate the Critical Number for your business.

#### 4. Who do you have to "become" to achieve what you want?

You see, we rarely get what we want; we do get what we become consistently on a day-to-day basis. So, do you need to become a better-recruiting business owner/leader, marketer of your recruiting services, developer of talent, etc.? What skills do you have to develop to become this person? Make sure you inventory them and put an action plan together to find the resources to invest in to help get you there!

Please invest the time in yourself to ask the above questions. My experience with my clients that own recruiting firms is that this exercise can be a catalyst to get them out of their rut and vault them to the next level!

#### P.S. Whenever you're ready... here are 4 ways I can help you grow your recruitment business:

##### 1. Grab a free copy of my Retainer Blueprint

It's the exact, step-by-step process of getting clients to give you money upfront. <https://get.therecruiteru.com/lm>

2. **Join the Recruiter Think Tank** and connect with firm owners who are scaling too It's our Facebook community where smart recruiters learn to make more money and get more freedom. <https://www.facebook.com/groups/there...>

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And if you ever want to get some 1:1 help, we can jump on the phone for a quick call, and brainstorm how to get you more leads, more placements, and more time. <https://get.therecruiteru.com/scale-now>

Coach Mike



# We Get Paid for What??

By Chris Heinz

As we all know, recruiting has evolved greatly over the years.

The industry has gone from an "applicant paid fee" to a "client paid fee", from mailing resumes to faxing resumes to emailing resumes, from retained services only at the C-level to retained services at almost every level. I could keep going, but you get the point. It has evolved.

There is one element of recruiting that has not evolved...and I pray will never evolve: what we get paid for! Of course, we get paid for delivering the talent the client needs! Yes, I know that some retained projects are being paid more for the process than for the actual delivery of talent. But, at the end of the day, the vast majority of us in the recruiting/talent access space are paid to deliver.

We might get paid a portion upfront (retained) with the rest paid at certain performance points, we might get paid only if they hire our candidates (contingent), or we might get for every hour a candidate works (interim/gig work).

It still comes down to delivery. But, there is more than JUST delivering talent.

Delivery comes in additional areas:

## **Placement/Hire**

This one is the 'duh-factor' The ultimate form of delivery in our world is getting the candidate that the company/hiring manager wants and being able to gain acceptance of the offer, help guide them through the offer acceptance, resignation, and counteroffer challenge so that they show up for day 1.

## **Process**

Helping your client and candidate through an expedited and urgent process to quickly determine if they are a good match is also part of our 'delivery.' A good recruiter will ensure that the process is a timely one. As much as we believe we can 'control' the process, it is more likely we can help influence it and suggest improvements if there are concerning areas. While we hope that most processes should be able to be completed in 2-3 interviews within 5 days, sometimes that isn't the case.

We need to provide guidance to help them understand the implications of poor processes.

You can either earn or lose your money right here. Accepting a process that is undefined, unrealistic, or far too long will usually lose the best talent. You need to help your client understand that the best talent will be lost to a competitor if the process takes too long or is undefined. You are delivering them the guidance and hard truth they need to hear! If done efficiently, even processes of 6 steps can still be done in a timely fashion (under 8 days).

## **Salary Analysis**

Through the course of your recruitment efforts, you will learn what the true salaries are in the market. This is much more real and real-time than the salary websites. Do you share this insight with your clients? If you learn about better bonus models in the market, do you share them? This is a true value-add element of delivery.

By doing so, you can also help refine the search you are working on if they are paying below current market conditions. This is a delivery element that has multiple wins.

Please do not base your 'salary analysis' on 1 or 2 candidates. That is just taking the lazy approach. Speak to 10-20 candidates that have the skills your client is looking for in the geography of the opening to ensure you are comparing apples to apples.

## **Competitive Insight**

Great recruiters can be the best 'ears on the street' to their clients. If you hear about new products, executive changes that would impact the market, significant compensation programs (as mentioned above), significant culture changes with competitors, etc, you should share this intel with your hiring managers. They will truly value the information. Sure, they might already know some of it, but I

guarantee they don't know it all. You'll never know what could be helpful to them.

### Customer Service

Delivering great customer service should not be a magical moment. It should be the norm. The old saying "under promise and over deliver" still holds true today. The better your customer service, the quicker you will separate yourselves from other recruiters.

Do you have a great reporting spreadsheet that you share with your client that explains the status of the search? Utilizing tools like this will make it more difficult for your competition who may not utilize similar tools.

### Communication

Follow-up and follow-through are critical elements of communication that shouldn't be forgotten. Being professional and truthful is important. Yes, you may develop a strong bond with your hiring manager that can even turn into a true friendship. However, remember that when you are working a search for them, you still need to deliver great communication.

Do you share how the candidate is a strong fit for the position, or do you just send a resume? Do you share their hot buttons and what they need to understand during the interview process in order for the candidate to make the move, or do you hope this will come out in the interview? Sharing insight like this can make the difference in a hire, a turndown, or a fall-off.

### Consultation

Another area where we can deliver is our expertise. We should provide this insight in a consultative manner. We shouldn't be saying 'listen, buddy, I've recruited way more people than you ever have. So, shut up, listen to me, and maybe you'll have a chance to snag the candidate of your dreams.' That probably will not go over well...

We can deliver insight into processes, hiring, recruitment, salaries, market intelligence, among other things. By doing so, not only are we increasing the likelihood of one placement, but we can build a long-term relationship and can become a long-term trusted advisor.

These are just a few examples of things we can deliver to our clients. Few would cost you any money. If you truly want to build strong, long-term relationships, then you need to deliver more than 'just' a candidate.

My hope that this is the best year of everyone's life!

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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# Letting Go of Negative Emotion for Higher Production

by Patricia Conlin

What injustices have you suffered in your life or work as a recruiter. Are you harboring resentments or negative energy right now over slights or mishandled situations? As recruiters, respect can often be hard to win with clients and candidates alike and negative stereotypes can influence others' treatment of us at times. Whether you have chosen this field or have fallen into, we all acknowledge that the casual rejection and ups and downs of the business can overwhelm even the most successful of us. Do you think it is easier to bury the negative emotions of past hurts or project failures deep inside than to face them? Guess what? Those past resentments that you are holding onto are impacting your energy and success today so you need to let them go so you can focus on building inner resilience and being in the present instead of living in the past.

If you are able to observe yourself every day and notice that you becoming more tense, irritable or angry on a regular basis, ask yourself what set you off. Sometimes a lost deal or rejected offer can really hurt and it is normal to feel frustrated but if you go to work consistently in a bad mood, you are doing yourself, your staff and your business a real disservice. Other times, we have feelings of being disrespected, insignificant or worthless that overwhelm us for apparently no reason. If we're honest with ourselves, past wrongs committed by people we expected to respond better aren't easily forgotten like our normal everyday problems. Betrayal seeps into the bones and carves a well of toxic thoughts and feelings. Anger feels like an effective answer to betrayal, and it takes a lot of pain and suffering to raise your own little army of resentments. Unfortunately, that army is actually a bunch of crafty warriors that are attacking YOU and destroying your ability to let go and move on to better circumstances. Letting go of resentment and negative emotion can be incredibly hard but is incredibly powerful and will help you shift back into a more positive emotional state for higher productivity at work and in life.

Below are some great tips to shift out of negative emotions and get back to being positive and productive:

1. GAIN PERSPECTIVE- It's easy to lose sight of the bigger picture when your unresolved feelings begin snowballing into anger and blame. Be aware of or record your feelings in writing. Revisit later and see if those feelings make sense in the bigger picture.
2. LET IT GO – The person who "wronged you" probably forgot already. Consider the perspective of the one who hurt you. This person is not sitting gleefully reliving how they once affronted you. More likely, they were unaware they did you harm or totally forgot. No amount of emotive rage will change the past. It's natural to go through stages of grief when you've been hurt in some way. Let yourself go through them. Then let it go.
3. TAKE THE HIGH ROAD - Taking the high road feels amazing. By now you've probably noticed that resentment hasn't gotten you anywhere. That's because you're putting your energy and resources into nursing animosity instead of more fruitful endeavors. When you discuss the situation with the person who wronged you, focus on win-win outcomes for both to build a better go forward. Try to understand why the other person responded the way they did and whether stress or specific circumstances caused the reaction. Bring empathy and understanding to the discussion is hugely helpful. If there is a pattern of disappointment or lack of trust, opt to move on graciously instead of making a scene. It never is worth while holding onto a client or any relationship where trust has been permanently breaches.

To avoid negativity, set clear and realistic expectations with clients, candidates and staff/managers to start. Think of what you want and what they want and how both parties can achieve their goals successfully. Remember the below quote when a situation is taking charge of your moods:

"Some of us think holding on makes us strong, but sometimes it is letting go." — Hermann Hesse

I'm inspired to help other recruiters achieve their true potential. Why? I'm passionate about the business of living fully and achieving personal and professional goals that are meaningful. During the decades of owning and running a leading Talent Solutions company, I have witnessed countless people suffering from burn-out, chronic illness, severe stress, depression and anxiety. I've experienced the joy of the ups and the agony of the downs in our business and decided to use my decades of experience and training as a successful recruiter, Black Belt Martial Artist, Registered Holistic Nutritionist, Certified Emotional Intelligence Trainer and Reiki Healer to develop specific training and coaching programs that address the soft skills needed to create lasting success. These comprehensive on-line and live coaching programs help you learn how to increase energy, improve performance and build more resilient, focused and engaged teams. I'm excited to share my courses with you at TishConlin.com and give you some great tips during our live Webinar on Feb 9th called **"Mentally Prepared for Anything"**.

Limited spaces. Register now!

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"Whatever you can do, or dream you can, begin it. Boldness has genius, power and magic in it." ~ Johan Wolfgang von Goethe



Patricia (Tish) Conlin is a recruitment firm owner (20+ years building success as President of Global Consulting Group Inc.), Speaker, and Coach. A passion for health and leadership development led her into international public speaking and coaching. Conlin is a Certified Emotional Intelligence Trainer, Registered Holistic Nutritionist and Black Belt Martial Artist. She is the author of ABCs of Food: Boost Your Energy, Confidence, and Success with the Power of Nutrition. She is currently working on her second book and on-line course about leadership and performance. Visit Conlin's Coaching website to energize your performance and life with our on-line training programs and courses at TishConlin.com



# 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!

## RESOLVE CONFLICTS & SET BOUNDARIES FOR YOURSELF

As owners in the Staffing and Recruiting Industry, we try to identify and hire individuals who are driven and charismatic over-achievers. We create an environment that is competitive, and compensation earned is in direct correlation to performance.

Boundaries and limits are created for your employees for a reason. There must also be boundaries and limits for you. If there are no boundaries or limits, you will begin to feel like a firefighter or babysitter rather than a business owner.

Let's talk about some of the conflicts that can easily occur and be resolved by the boundaries and limits implemented:

- Two recruiters representing the same candidate, one person just surfaced the individual; the other recruiter hasn't talked to them in over a year.
- A new recruiter writes orders, contracts, or assignments with someone else's client.
- The outside sales team feels like the inside team is not covering their orders, contracts, or assignments.
- A co-worker sent in a candidate who was not qualified.
- Recruiters feel that big billers are treated differently.
- A negative remark is said about a co-worker, and they find out.
- A recruiter feels their candidates are being unjustly screened out by another recruiter.
- Someone took a shortcut which cost a co-worker a fill or placement.
- Rookies want the same privileges as their experienced co-workers.

Many of you are probably wondering if I have a window looking right into your office. These issues are common in our profession. When income is tied to performance, it is important to have a Policy and Procedure Manual or an Employee Handbook that you can refer to when issues surface. In addition to the typical topics like onboarding, hours, benefits, etc. your policies and procedures of your sales team is important. Areas to cover could include:

1. Order, contract, or assignment
  - Definition
  - Ownership
  - Rewrite policy
  - Procedures
2. Client ownership
  - You need to be very specific in defining a client account.
3. Candidate ownership
  - Call ins
  - Recruited candidates
  - Back files
4. Splits
5. Referrals between divisions
6. Up system
7. Referrals from third parties
8. Minimum standards of performance
9. Consequences if goals are not attained



When you are listing minimum standards, these numbers reflect your area of specialization. Now let's address boundaries:

#### **BOUNDARY ONE**

Make decisions based on your Business Plan and Exit Plan. If you don't have a precise Exit Plan, you are making wrong decisions today.

#### **BOUNDARY TWO**

Never jeopardize your budget for a new hire. It's not about how long you should keep someone; it's about how much money you budgeted for this new hire.

#### **BOUNDARY THREE**

Limit the number of years you will pay rent. Consider the possibility of investing in your location whenever possible.

#### **BOUNDARY FOUR**

Limit your loyalty to a seasoned employee who is not producing. They have often "quit and stayed".

#### **BOUNDARY FIVE**

Force yourself to have a reserve fund of 5% of cash-in or GMP targeted at investments in sources of passive income.

#### **BOUNDARY SIX**

Never forget you are in business to make a profit and not provide jobs for the people who work for you.

#### **BOUNDARY SEVEN**

Take time to work on your business one hour each week.

#### **BOUNDARY EIGHT**

Never forget why you went into business or management.

#### **BOUNDARY NINE**

Remove yourself as the top producer. If you are your business, you've just bought yourself a job. Teach others what you know.

#### **BOUNDARY TEN**

Don't co-mingle funds.

#### **BOUNDARY ELEVEN**

Keep corporate records and minutes current.

If you set up boundaries for yourself and the people who work for you, it will be easier to enjoy the lifestyle you envisioned the day you opened your business.

Barb's Book, [\*High-Tech; High-Touch Recruiting\*](#), is available on Amazon!



[Click Here to Check it Out](#)



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# MID SIZED RECRUITING Growing Companies STAFFING SMALL

## Structuring a Staffing Team

By Michael Neidle



Structuring a staffing company can be more challenging than ever due to the "great resignation", Covid, a scarcity of good talent and the associated high cost. There are options to consider in adding staff as explained below.

Here are the going annual rates for IT contract recruiter last year (2020), before burden:

- New York City the average cost is \$87, +/- \$23 to \$33K, and someone with 10+ years of experience, the top quartile would cost \$163K
- Austin, TX. would be some 65K, +/- \$16-\$25K, and a person with 10+ years of experience or more the top quartile would cost one \$123K
- Jefferson, MO. its approx. \$48K, +/- \$13-\$18K and a recruiter with over 10 years of experience the top quartile would cost one \$90K

And the market is highly competitive, to find and retain someone is hard to do these days and the turnover can be higher than in previous years due the shortage of quality personnel. Then there is the question for the RPO as to: management, controls, communications, dedication, confidentiality, etc., which must be assured, and economics alone are not used to make a decision.

For comparison one can use a recruitment process offshoring operation (RPO). This is mainly done using India, with a lesser number of recruiting operations in The Philippines, Eastern Europe, and many other countries around the world. One can operate through a third part who serves many staffing clients or set up a captive RPO which one owns to serve their need alone.

- This service ranges from sources (who find and do preliminary screening of candidates)
- To contract recruiters ( who are responsible for recruiting and match candidates to job orders)
- To higher level talent who often work as a team on deliverables (this is called consulting or projects).

The cost of these functions can vary widely. For a third-party IT contract RPO this can range from as low as \$8K to \$30K/year billed monthly. The savings for an IT recruiter, depending on their function can be sizable, but is typically anywhere from 2.5:1 to 9:1, with a mean of around 4 or 5:1. For an internal RPO the direct cost savings can be up to twice this amount, with overhead (rent, accounting, outside services, management, and other indirect cost) factored in this savings and depend on size and economies of scale. And productivity must of course be factored in as well. A typical increase in productivity is 25% for a W2 internal recruiter vs. an RPO but this can vary widely. However, at a 25% rate the economics would go from 4 or 5:1 to 3-3¼:1 using a third party.

At the other end of the spectrum is LI recruiters. Here are last year's annual numbers for an RPO, before burden:

- New York City the average cost is \$62, +/- \$10 to \$16K and someone with 10+ years of experience or more the top quartile would cost one \$80K
- Austin, TX. would be some 47K, +/- \$8-\$12K, and a person with 10+ years of experience or more the top quartile would cost one \$68K
- Jefferson, MO. its approx. \$34K, +/- \$5-\$9K and a recruiter with over 10 years of experience the top quartile would cost one \$49K

The relative savings for a LI temp RPO would not be as great but would still be less expensive than a domestic recruiter, before factoring in their productivity. Again, this value can be very depending in the specifics. In summary, the advantages for an RPO for domestic IT contract recruiters, but they still exist for LI temps. This of course depends upon the specific RPO, their cost and relative productivity vs. domestics W2 recruiters.



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



# How to Create a Social Media Strategy for Your Staffing Firm

*By Haley Marketing*

Using social media – but not seeing great results?

Let's change that!

When we think about why we're using social media in the first place, it's to drive measurable business success. It's not to join the noise and the clutter that is social media; it's to drive measurable ROI for our staffing and recruiting firms. That said, where do we get started?

## Define Your Goals

When you think about yourself as a staffing or recruiting firm owner, what are your goals and what are your objectives for this week, this quarter, or even for this year? Consider what you want to achieve, and once you have that defined, start thinking through what that means from a social media standpoint.

## Conceptualize Your Strategy

What social media strategies could help you achieve your goals? For example:

- If your goal is driving sales leads, you may need to think through your website's conversion funnels, and then determine how to use social media to get people to key pages on your site.
- Or if your goal is to build a deeper talent pool of highly qualified talent, maybe you need to build a recruiting strategy to become an employer of choice – and then use social media to build your brand and stay top of mind.

Countless strategies align with business growth and development, and candidate growth and development. The key is to make sure your social media strategies support your overall goal.

This [Snack Time video](#) explains ways to build a solid social strategy to achieve your sales and recruiting goals.

## Outline Tactics

There are so many tactics that you can deploy on social media. There are so many different platforms and different avenues where you could share content, or where you can engage with applicants or prospects. You need to outline your tactics and think through them.

Once you've identified your goals and thought through your strategy, you can begin to outline your tactics. Here's an example of the daily social sharing tactics you could deploy in support of a client-facing social strategy:

- Monday: Share Monday Motivation imagery to start the week on a high note.
- Tuesday: Share testimonials from current clients that show you're a great partner in your local market.
- Wednesday: Share relevant blog content that relates to a key issue your ideal clients face.
- Thursday: Share a series of client pain points. You know your local market better than anybody else; what are the biggest challenges that current decision-makers face in your local market?
- Friday: Share some fun facts, incorporating client-focused FAQs. You could create an eye-catching graphic that has a question, and then the answer links back to a key conversion page on your website where individuals can act.

When you think through your social media strategy, it must come back to your overall business goals. Resist the temptation to jump into the latest and newest tactic on social media because you see bands, celebrities or sports teams doing it.

Be strategic in everything you do. Make sure every social post has a purpose and supports your goals.

If you need help designing and executing a world-class social marketing strategy, Haley Marketing can help! Connect with a marketing educator today.

# The Rise of Talent Enablement: What Staffing Agencies are Doing Today to Increase Engagement and Improve the Candidate Journey

Enablement has been a big buzzword in the staffing industry for years now. You hear about it a lot in relation to sales, recruiters, and customers. But, interestingly, not nearly as much when it comes to the industry's biggest resource — talent. Why isn't Talent Enablement as common of a phrase as Sale Enablement in staffing?

There has been a lot more emphasis in recent years on improving the candidate journey, but are we truly trying to improve the end-to-end experience? Are we empowering them to engage and stay engaged throughout recruiting, onboarding, and placement? What solutions are aimed at making their lives easier?

Finding and retaining talent is more challenging than ever. The latest monthly Job Openings and Labor Turnover Survey from the U.S. Bureau of Labor Statistics revealed a high of 10.9 million openings, and quit rates remain 25 percent above pre-pandemic levels.

The talent shortage isn't showing any signs of letting up. If a differentiating candidate journey is the goal, solutions focused on Talent Enablement are how agencies can get there.

What is Talent Enablement?

The candidate experience has always been driven by recruiters and the relationships they form with talent. While that is certainly still true, the modern candidate demands a broader definition of engagement. They expect to be enabled to do a lot on their own and are accustomed to engaging digitally for most of their daily tasks.

Talent enablement is about meeting candidates where they are and leveraging the processes they already prefer. Some of the biggest companies we rely on now — Amazon, Google, Netflix, Uber — have completely shifted how we think about engagement. Everything is consumerized to meet our needs as intuitively and efficiently as possible. Consumerization gives users more control over their experience while still providing a high-touch digital experience. It's what we all expect and want now.

Candidates in the staffing industry are no different. They still want the feel of a high-touch experience, but that doesn't have to mean what it did even a few years ago. They don't need to see a recruiter's face or even hear their voice at every stage of the candidate journey anymore.

It's why recruiters are putting even more time into building passive candidate networks through social media. It's why texting has become a normal part of the job. It's also why agencies are looking to integrate their tech with mobile apps that let candidates own their experience while helping recruiters more effectively drive engagement.

The process of searching for a job, applying, getting hired, and being paid should be as easy as shopping and banking online. So why isn't it? The tech is available to make it happen. The problem lies in how the tech is currently being developed and utilized.

Transformative engagement hinges on solutions that mutually benefit the entire staffing industry. Disparate technology that can't see the big picture has made that a particularly difficult challenge for a long time.

Talent Enablement is the holistic way forward. Done right, it provides companies with the right candidates, candidates the right opportunities, and agencies the ability to facilitate the growth of both.



# Why You Should Care About Talent Enablement

All of the top challenges for staffing agencies today — finding qualified candidates, getting them to respond, digital transformation, integrating technology, maintaining accurate data, managing the candidate experience, maintaining relationships, onboarding, retaining high-performing talent, redeployment — are directly tied to Talent Enablement.

And Talent Enablement is directly tied to how agencies define success. A great onboarding experience makes a candidate 38 percent more likely to accept a job offer and increases retention by 82 percent. Providing a great onboarding experience brings us right back to meeting candidates where they are.

81% of Americans own a smartphone. 86% of jobseekers that have a smartphone use it to search for jobs. The average person uses **10 mobile apps per day** and checks their phone every 12 minutes. It's where we are, how we engage, and how we get things done.

## What Does Talent Enablement Look Like in Action?

Changing norms and expectations have made job searches a lot like researching a product, comparing the ones that meet your needs, and choosing one. Agencies simply can't afford to ignore the consumerization of talent acquisition.

60 percent of candidates drop out of the recruiting process just because of lengthy and complex applications. And that's just one pain point Talent Enablement mobile solutions address.

- Making Talent Enablement a priority at your agency will mean:
- Happier, more engaged candidates
- More productive and effective recruiters
- More positions filled with the right talent
- Greater retention
- More efficient redeployment
- Satisfied clients that keep coming back

It really is an everybody wins scenario. Candidates get to own their experience, clients get candidates much more likely to stay and perform, and agencies differentiate themselves by making both happy.



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# Should you Buy a Franchise?

Congratulations on deciding to start or grow your own search consultancy - don't let that linger as a promising idea - act on it! This is a *remarkable* time for the search industry.

The Labor Department reported that US employers posted 10.6 million job openings in the month of November. In our target demographic (adults over the age of 25 with a bachelor's degree) the unemployment rate is a stunning 1.9% (BLS.gov). This talent starved marketplace gives you much more leverage with employers - they need you to find the talent that eludes them. The fact that the market is changing so quickly as companies grow more aggressive in vying for talent means that the candidates need you to gain a broader view of the opportunities that could be available. FOMO (Fear Of Missing Out) is your friend!

Owning a franchise offers *massive* advantages. It is also a major investment, and you should only buy one if it improves your quality of life! Finding the right franchise will *absolutely* do that. Knowing what to demand from your franchisor will help you choose the right one for your business and will help you identify the best fit to your desired lifestyle. Take the time to identify the elements that will have the greatest impact on your individual success and seek out the companies that support that most effectively. Here's a few tips to get you started on your quest!

- **Simple math** - the franchise should save you more money than you paid. You should get volume discounts on the tools you need and guidance on which tools are worth buying.
- **Momentum** - the franchise should help you build momentum in your practice and allow you to reach levels of success that you could not reach on your own. They should provide approaches to the business that align with your approach and your personal and professional goals.
- **Methodology** - their approach to business should be compatible with your personal values and should make you proud. Especially in the recruiting industry, their approach should create profound value for everyone in the transaction.
- **Individual Coaching** - don't settle for a cookie cutter approach! Group sessions are fine, but they cannot pinpoint your personal challenges and the best path forward. Demand the attention that will be the best for *your* career.
- **Training** - Top performers keep growing. This increases your billings and it keeps this job fun. Don't get stale and stagnate - learn from the best in the industry.
- **Networking** - We become the people we hang out with. Whether that is within the talent management world in general or within your micro-niche - get encouraged and inspired by others. It will also spur you on when you see their numbers in the ranking sheets and hear their praises sung in global meetings.
- **Staffing** - According to the SIA (Staffing Industry Analysts), the US staffing market generated nearly \$152 billion in 2019, Direct hire generated just 9.4 billion of that total. In other words, look to make contract staffing a priority for your firm! Do some research and search for a group that provides back-office support, funding and helps with growing that aspect of your business. Make sure to ask about the burden rate and the payment timing - those vary substantially, from one franchise to another.
- **Structure** - Search can be accomplished in any environment and each choice has its advantages. Brick and mortar will allow you to create a local presence and can help with hiring and impressing local candidates. Work from home can cut costs, avoid exposure to the public and allow for other priorities, such as child or elder care. There are people working *in multitudes of environments* from apartments and houses to even sailboats, cabins, and RV's. Don't let the franchisor bully you into a lifestyle that doesn't match your vision for the future.
- **Implementation** - It doesn't matter how good their ideas and processes are if you don't implement them! Look for a group that provides support, positive peer pressure and accountability. It's not always fun, but it's almost *always* more profitable.

For the last 20 years, I've helped a substantial number of people start their own talent management consultancies and they all had the same regret - "I wish I had done that 20 years ago!" If you're considering owning your own business, act now and reach out! You'll find that many of us will take great strides to help you succeed.



[Terry McNabb](#), #RecruitingGuru has 37 years of experience in the recruiting industry. He has been an individual contributor, team leader, coach, featured speaker and performance development specialist. He is now the Director of Franchise Sales for SearchPath Global. [TMcNabb@Searchpath.com](mailto:TMcNabb@Searchpath.com) He also continues to do coaching and consulting for SearchPath.



# Know Your Hiring Cost Rule Of Thumb ... With Temp And Contract

By Judy Collins

The cost of an employee is defined by more than just the salary or hourly pay rate. Recruiters should be in a position to clarify to their clients the factors that comprise the true cost of an employee and to assist them with deciding on direct-hire or contract placements. Tangible direct-hire employee costs include payroll, benefits (including healthcare, unemployment, workers' comp, dental, vision, and retirement packages), matching employer taxes, and indirect costs such as vacation pay, parental leave, optional bonuses, and the administrative overhead burden posed by the employee. Tangible contract employee costs, by comparison, are simply the bill rate charged by an employer-of-record service, based on the number of hours worked. All of the tangible direct-hire components mentioned above are included in the employer-of-record service provider's bill rate. There are intangible costs as well for direct-hires, such as the risk of a bad hire. While difficult to quantify, there is a real cost to a bad hire, a cost which may be avoided by use of contract or contract-to-hire personnel.

*QuickBooks* notes that you can "calculate an employee's labor cost per hour by adding their gross wages to the total cost of related expenses including annual payroll taxes and annual overhead." A useful hiring cost rule of thumb is that the annual cost of an employee is typically 1.25 to 1.4 times the base salary. An example for someone to whom you pay a salary of \$35,000 would be a true employee cost of from \$43,750 to \$49,000, with the cost varying from state to state and according to their position. Support for this approximation is provided by the *Bureau of Labor Statistic's* estimate that about 1.3 times the base salary is a representative figure for the true cost of a direct-hire employee.

The cost of a contract hire or a contract-to-direct hire is simply the bill rate negotiated by the recruiter. This rate is determined by the sum of the employee payrate, plus the recruiter mark-up, plus the fee charged by the employer-of-record service provider. Recruiter profit would be based on bill rate minus pay rate minus employer-of-record service fee. An advantage of offering contract employees is that the client company is relieved of the overhead and burden of administering the employee. The client company is also insulated from exposure to a bad hire. The *US Department of Labor* notes that the average cost of a bad hire is at least 30% of the individual's first year expected earnings. The cost is not just monetary, but also adversely affects production, wastes time for supervisors, and demoralizes existing staff.

When your client company is concerned about budget constraints, offer contract labor as an alternative or as a solution. Contract labor gives the client company flexibility in staffing while avoiding the cost of a bad hire. Leave the option open for a direct hire after 60 to 90 days if the candidate is a good fit for the job. You can earn a "conversion fee" which would equal your regular direct hire fee minus any profit you have earned while the contractor was on assignment. If the applicant does not work out there is no further cost to your client company. The use of contract labor also allows the client company to adjust for trends in the marketplace.

You can partner with an employer-of-record service provider such as Evergreen Contract Resources to enable you to offer these solutions. 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 to your client companies 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 help your clients navigate the costs of hiring if you **KNOW YOUR HIRING COST RULE OF THUMB ... WITH TEMP AND CONTRACT PLACEMENTS!**



Judy Collins  
Evergreen Contract Resources  
713-297-5808 – Office  
713-858-2677 – Cell  
100 Waugh Dr. #300  
Houston, Texas 77007  
[judy@evgcr.com](mailto:judy@evgcr.com)  
NAPS Harold B. Nelson Lifetime Achievement Award Winner



# 2022 ADP® Workforce Trends



## Workers will define the future of work

1

### Employee visibility will be redefined

With the rise of hybrid workplace models, employers will seek ways to understand a dispersed workforce.

**75%**

of the global workforce made changes or plan to **change** how or where they live<sup>1</sup>

**66%**

of small and mid-sized U.S. employers have a hybrid work model in place<sup>2</sup>

U.S. employees who have trust in both their teammates and their team leader are

**7x**

more likely to feel **strongly connected** to their organization<sup>3</sup>



## Automated Business Designs Releases the Candidate Compliance Portal to Help Staffing Companies Track Vaccination Statuses

### Ultra-Staff EDGE staffing and recruiting software users can now effortlessly keep track of vaccination statuses through the new Candidate Compliance Portal.

Automated Business Designs, developers of Ultra-Staff EDGE staffing and recruiting software, released a breakthrough technology that will allow staffing companies to track candidate vaccination statuses within the Ultra-Staff EDGE applicant tracking system. Since the release of the first vaccine a year ago, staffing companies have faced challenges with the tracking of candidate vaccinations. This has become increasingly important for staffing companies to comply with the Occupational Safety and Health Administration (OSHA.)

"Over the past year, it has been a huge challenge tracking candidates' vaccination status, while trying to comply with OSHA. This new tool is a true game-changer," said Helen Valero, Vice President at Future Force Personnel Services. "We've already been able to collect and track hundreds of vaccination statuses. One of the best parts though is that the results are automatically stored within our Ultra-Staff EDGE applicant tracking system, eliminating the hassle of toggling between a third-party software."

The Ultra-Staff EDGE Candidate Compliance Portal is available for free to all Ultra-Staff EDGE staffing software users. The portal allows candidates to attest to their vaccination status and upload/sign documents by sending out a customized questionnaire. All candidate results seamlessly flow back into Ultra-Staff EDGE. Users can then simply conduct a Candidate Search to determine which candidates are vaccinated and which ones did not complete the questionnaire. The results and documents uploaded, can be found in each candidate's Ultra-Staff EDGE profile.

With only a few weeks of the portal's release, thousands of questionnaires have already been sent to candidates through the Ultra-Staff EDGE Candidate Compliance Portal. That number is expected to rapidly grow.

"Staffing companies are faced with many challenges in today's employment industry," said Terri Roeslmeier, President and CEO at Automated Business Designs. "Our goal has always been to develop the latest technology to help relieve the challenges faced in the staffing industry. We are proud to provide the Candidate Compliance Portal to our customers in a time when this technology is needed more than ever."

In addition to the portal being used for vaccination tracking, there are many other use cases where staffing companies can take advantage of the portal. The portal offers an unlimited number of custom questionnaires to be built, which opens the door for tracking other important compliance matters. It can even be used to send out interview questionnaires.

"The opportunities with this tool are truly only limited by your imagination," shares Michelle White, Director of Customer Success at Automated Business Designs. "This has opened a new door for staffing companies and I can't wait to see where it takes them."

About Automated Business Designs Automated Business Designs (ABD) develops the staffing and recruiting software solution, Ultra-Staff EDGE. Designed for temporary, direct hire, and medical staffing, Ultra-Staff EDGE allows you to seamlessly stay connected with clients and candidates through a robust all-in-one solution that includes front and back office, web portals, onboarding, mobile, data analytics, shift scheduling, and a labor dispatch module. visit <http://www.abd.net>.

### Elite DevOps Teams Recognised in 2022 Haystack Pioneers Awards

- DevOps High Performers: Engineering productivity company, Haystack Analytics, has today recognised companies with outstanding DevOps capabilities in the 2022 Haystack Pioneers awards.
- Empirical Measurements: Award winners were selected purely by using empirical measures of best-practice adoption and DevOps metrics.
- European Unicorns: The winners all operate in different markets. Despite teams across the world being nominated, interestingly, all four of the winning teams were based in Europe. Half the winners have achieved unicorn status with \$1bn+ valuations.

San Francisco; 15 November 2021 - Engineering Productivity company Haystack has today announced the winners of its 2022 Haystack Pioneers awards. The winning companies were found to implement data-driven DevOps Continuous Improvement techniques throughout their engineering organisations and were then able to use these techniques to empirically improve software development Cycle Time.

All companies using the Haystack platform were automatically nominated for these awards, and the winners were selected using a systematic review that considered empirical data to measure each organisations performance. The

selection process was blind to the customer's spending on Haystack, and no inducements were offered or received to impact those selected as winners.

Two of the four winning company's have already secured unicorn status, with valuations over \$1bn+. All the winners operate in different markets; FinTech, HealthTech, EdTech and Digital Supply Chain. However, interestingly, all the winners are headquartered in European countries (two in the UK, and one each in the Netherlands and Germany), despite companies around the world being considered for the awards.

Haystack's co-founder and Chief Technology Officer, Kan Yilmaz, said: "Despite so many exceptional teams using Haystack and achieving remarkable DevOps transformations, we identified four engineering organisations who have been exceptionally successful at adopting a data-driven approach to Continuous Improvement. Our research has shown this performance requires outstanding technical leadership and psychological safety."

Yilmaz concluded: "Congratulations to the teams at Bought By Many, Luscii, Forto and Unibuddy. We are pleased to continue to work with such a tenacious group of engineering leaders who are continually investing in Engineering Productivity."

FinTech company, Bought By Many, has been improving insurance since 2012. Their insurance cover has received multiple awards and they were voted the Best Pet Insurance Provider in the 2020 Insurance Choice Awards.

Technology is at the core of Bought By Many's offering, having been the first UK pet insurer to offer online form-free claims and boasting a focus on user experience. In 2018, Wired magazine listed Bought By Many as one of Europe's hottest start-ups and they ranked 30th on the Sunday Times Tech Track 100 for 2020. In June 2021, the company announced it had secured \$350m in Series D funding, giving a pre-money valuation of over \$2bn and thereby becoming a unicorn.

Bought By Many's efforts on ever-better engineering productivity is led by Timothy Kimball, Russel Rhodes, Shaun Dobson, Andriy Rossoshynskyy, and these efforts achieved remarkable improvements over the second half of 2021. Engineering throughput has trended up by 37% as production deployments have seen an increase of 24%. Haystack Analytics data also shows the engineering team has seen a 30% decrease in Cycle Time over 6 months, allowing them to complete and deploy new work even faster, resulting in delivery of business value to their customers even faster.

HealthTech start-up Luscii is on a mission to bring healthcare from the waiting room to the living room. Based in the Netherlands, the remote patient monitoring app is used in 7 countries, including 70% of the hospitals in the Netherlands, within England's National Health Service, and within Africa.

Over the second half of 2021, Luscii's engineering team increased production deployments by 89% and saw a 29% increase in engineering throughput. Over that time, Luscii has seen a 20% improvement trend in their Cycle Times.

Luscii's efforts to drive engineering productivity were led by Roy Pereira, Joris Janssen, and Boite Witte. Reflecting on their success, Pereira emphasizes Luscii's internal values: "Be free and spark energy", "Grow to last" and "Show courage for integrity".

Forto was founded with a vision of delivering a highly transparent, frictionless, and sustainable digital supply chain. Forto's platform technologies address the entire process stream, from offer, booking, document administration, tracking and tracing to proactive exemption processing and analysis, supporting customers with greater visibility, insight, and control. Leading manufacturers and e-commerce brands are among the 2,500 customers using Forto's digitally-focused offerings as part of their supply chain delivery. Headquartered in Berlin, Germany, the company currently has more than 700 employees with 15 locations across Europe and Asia including offices in Berlin, Hamburg, Singapore, Hong Kong, and Shanghai. In 2021, the company achieved unicorn status as it secured \$240M in Series C funding at a valuation of \$1.2B.

Masashi Beheim, the engineering team's Chief of Staff, has driven dev productivity improvements in Forto. During the second half of 2021, Forto's data trends saw an 81% increase in deployments and a 54% increase in engineering throughput whilst keeping Change Failure Rate stable within the healthy range. This all culminated in a 41% decrease in the Cycle Time of working on product features.

Beheim summarised his approach by saying: "We are doubling the size of our engineering org every year. Our main goal is to provide the team with a clear vision, effective structure, as well as great tools and processes. The team is motivated and has what it needs to be effective. That has been the key to our success."



# Letter From The Editor



*Don't miss out!*

With the scatter of ideas and beliefs everywhere, it's time to prioritize. Making lists and finding out what is most important to you, your candidates and your clients will help.

There are many books on the subject which you can take bits and pieces that relate to you and create your own organized strategies and skills to set you up and apart from the competition.

In this issue, we have a variety of ideas from seasoned authors, recruiters that are performing or have been in the staffing and recruiting industry thru many downturns. And this is no downturn but a new normal. I think we can agree no one has had to deal with the current events of today. Thus, getting creative and harnessing the power among the chaos is key! The challenge is finding the people. Whether staffing or direct hire, recruiting has never been more intuitive and driven by you are EM readers.

Keep positive! Surround yourself with like-minded people and support each other thru this chapter. We all need the help. Listen more carefully and pay attention to the body language if you are lucky to be in a face to face setting or at least on a video call. Watch for signs that maybe indicators that someone is not doing ok. Show empathy.

This global pandemic is reshaping the future workforce. The next generation will work differently. Those realizing early in their careers that people are still needed to get things done will be the fortunate ones to follow new strategies. They will work efficiently, direct the projects, write the programs and become the leaders. It is a new frontier of possibilities. Are you ready?

Check out more articles on [www.eminfo.com](http://www.eminfo.com). We would love to hear what is working for you! Send us an email! Happy Recruiting...

*Pat Turner*

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

Email: [info@eminfo.com](mailto:info@eminfo.com)  
Website: [eminfo.com](http://eminfo.com)

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