

11 Tax Updates in 2022 to know about NOW



10 Simple Rules
for Smooth Data
Conversion

NPAWorldwide
Global Conference
held last month in
Fort Worth, TX

Digital Marketing
Trends for 2022

Control What You
Can Control

*Check out the
members page*



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DID YOU KNOW?

* Use your current screens and if possible compare field content with the raw data that the conversion professional is working with to ensure that the field data on your screen is the same information they are looking at in the data. pg 5

* FEAT asks candidates for new or different employment to examine six factors that must be considered when they are faced with choosing from among one or a number of job offers. pg 7

* Required minimum distributions will be less in 2022 than prior and for those still saving for retirement, amounts are higher. For example, the maximum 401K contribution is \$20,500 and if you were born before 1973 you can still add \$6500 as a "catch-up." IRA's remain at \$6000 with \$1K catch up over 50 years old. pg 9

* Pay attention to what Facebook, Twitter, Instagram and LinkedIn are pushing on their platforms (usually it's their latest new features). pg 11

* Once you create this list, do two things: 1) block out dedicated time on your calendar to do the task...and stick to that time block! 2) Since you now know the things you need to do AND have blocked out the time to do them, how about planning WHAT you're going to say both in verbal and written form? pg 15

* Whenever possible, appoint a mentor to every new hire, who is not in a supervisory role. pg 17



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10 Simple Rules for Smooth Data Conversion

By Terri Roeslmeier

For months, this is the moment you have been waiting for. It's "**live day**" on the new software! Everyone has been anticipating the big unveiling. You're nervous. After all, you had a major role in selecting the software. You're the one that has been telling everyone how great everything is going to be. It was your responsibility to coordinate the "data conversion". How will people answer the question, "What Happened to My Data?" Will they say "Wow, I never thought our data could look so good!" with a smile or "Where's all our stuff?" with a look of panic and disappointment. If it's the latter, I'd get out before the lynch mob formulates.

Data Conversion Can Be Scary

Data conversions have gotten a bad rap. Why not? There are certainly enough horror stories to go around. They scare me and I have been doing them for almost 40 years. But like everything else, everyone talks about the bad things that happen but seldom do people share news on something that has gone right – unless asked.

So how do you avoid the look of panic and disappointment? You have to start with appreciating the magnitude of what you are dealing with. In order to tackle it you need to be scared of it. You wouldn't randomly walk into a lion's cage at the zoo or step out of an airplane without a parachute. Likewise, approach a data conversion fully prepared and informed. Understand the concept of what is going to happen, how it will be gone about and the results that you can expect to receive. The last point, "expect to receive" is the most critical. Let's break the process down into **10 simple rules**.

Rule # 1: Trust your data handlers.

Do not hand your data over to a stranger that you have never met, and ask them to handle the conversion without your input. You need a point person at your end and as many people as necessary to get involved in the process as an *internal conversion team*.

Rule # 2: Do not ask for everyone's opinion.

They will all want something different and in the end you will have to separate people that are brawling in your conference room. Select "key" people within the organization who use the current system the most and who have a good handle of what information should be converted. Involving this group will help ease the process of moving to a new system and make them feel involved with the decision, thus taking ownership. When people take ownership they will help to make the solution work.

Rule # 3: Pick the right data to convert.

When you are deciding on what data to take along, challenge yourself on why you need it and what role it will play in the new system. Remember, you are moving to a *new software solution*. If you spend too much time making it like your old system you will lose the impact of what the new system can do for your organization.

When you are making data decisions, decide on what information will be relative to success. Do you really need that field that was added 20 years ago and was only used by the guy that left? Is it a good idea to bring along old numeric codes just because "people are used to them"? What about new people that you hire that are not used to them? Now is a good opportunity to map old codes to new ones that are easier to work with. **Assess what you really need.** This will not only reduce the conversion cost but eliminate

getting bogged down with old irrelevant data on day 1 of the new solution. Believe me you will never miss it.

Rule # 4: Work with a conversion professional.

If you are converting name, address, city, state and zip probably anyone who knows how to import files can do the job. If you are converting a robust front office solution that features clients, candidates, job orders, and more then you need to work with a professional conversion expert(s). A lot can go wrong.

Before you begin find out the types of conversions that were performed and ask questions on what the process will be. If the conversion expert simply wants to grab the data and run, put on the brakes. They need your help. If they say that they don't then begin devising a disaster plan.

Rule #5: Make sure your data is in good hands.

You are handing over your entire database chock full of confidential data and information that is essential to your business. Ask how the data will be handled, who will have access to it and if it will be kept in a secure location during the process. You need to feel secure that your data goes nowhere but into your new database.

Rule #6: Create a custom conversion bible.

Your data conversion professional needs to work with your organization in order to create your "custom conversion bible". This is a list of all of the data that is going to be converted and where it will go in the new system. Even with a document such as this something is going to be missed, but it will ensure that all of the major data is covered.

This document will also act as a reference tool for live day when you are trying to figure out where a piece of data is. The conversion team should work with the conversion professional in order to create this document. Audience participation is essential on this one. Never assume. Always ask questions. Stay involved.

Rule #7: Confirm data accuracy.

Use your current screens and if possible compare field content with the raw data that the conversion professional is working with to ensure that the field data on your screen is the same information they are looking at in the data. This is a simple process of letting them know what is on your screen for a specific piece of information for a client or candidate; then having them affirm that Field X in the data they are looking at compares favorably.

The headings on your screen in most cases *will not match* the headings in the database. You are viewing the outside of the car and the conversion professional is looking under the

hood. You may be using the fax # to store cell #. In the database that field is still called fax #. If you don't tell them you use it for cell # it will be converted to fax #.

You need to compare together because you may not know the database has it labeled as fax #. You had a custom screen change 10 years ago and only the screen heading was changed.

Rule #8: Have a realistic expectation of what the result will be.

If you followed Rule #6 you know what you will be getting and the conversion expert knows what you want. Even so, expect the unexpected. It is likely that a field was forgotten – poor chap. Usually it is a non-vital piece of information that can be procured if you really want it (think about this). Just tell the conversion expert what is missing and more than likely it could be recovered. If you convert from a legacy system, you may see formatting that is ugly.

Sometimes legacy system notes look atrocious in a more contemporary environment. That's because many times formatting occurred using old techniques and when removed from that environment data may contain odd characters and not space properly. Not much can be done about this without spending a lot of conversion dollars, so try to look past this as long as you can read the information.

Rule #9: Come to terms with the premise that some data will not convert properly.

Different systems handle things in dissimilar ways. What makes sense to do under one philosophy upsets the apple cart in another. If you try to force an old design on a new system the end result will be that employees will try to use the new system as if it were the old.

This will be frustrating and the company will not be able to benefit from the features that made you make the transition to begin with. This is very difficult to come to terms with but it is obligatory if you are to make a commitment to the new technology. Otherwise, why spend the money?

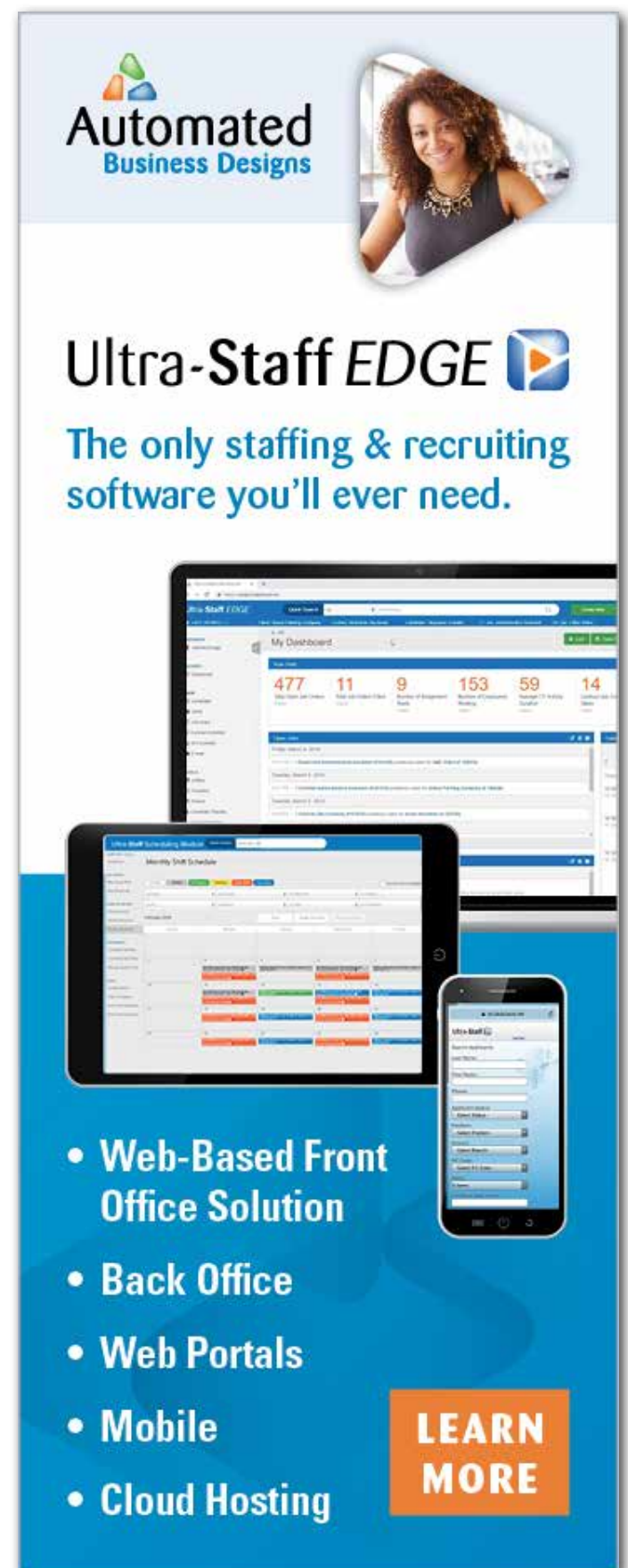
Rule # 10: Prepare employees for the change.

It's challenging because everyone has to learn the new software and at the same time fulfill their job responsibilities. This is an exciting time because new ways are available in order to produce more successful results and profitability. The company can compete more effectively and enhance the customer service experience for customers and candidates. Make this evident to employees. Share the technology plan and make everyone feel a part of it. Have team leaders available to help the new users. You are on your way and have converted successfully.

Here are some specific ways you can make the transition as painless as possible:

- Provide details on how they can check their data on live day.
- Review the conversion.
- Train everyone how to operate the software using a professional trainer.
- Discuss system differences.
- Put together a new system procedure handbook.
- Talk about new processes.
- Let people know that it's ok to be a little scared. Life as they know it at work will be different.
- Address the concerns of the naysayers and make it clear that they are expected to use the new system and that the old system is not coming back.
- Use your conversion team leaders to help with the transition and inject positive statements into the environment.

This is an exciting time because new ways are available in order to produce more successful results and profitability. For more information about [staffing and recruiting software](#), take a look at [some of the services](#) provided by Automated Business Designs, developers of Ultra-Staff EDGE.



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Terri Roeslmeier is president of Automated Business Designs, Inc., software developer of Ultra-Staff EDGE software for the staffing industry. Ultra-Staff EDGE is a full-featured software solution with components for front and back office, web portals, onboarding, mobile, data analytics, and scheduling. For more information on Ultra-Staff EDGE visit www.abd.net.



Dr. Frank Burtnett has spent his lengthy career working with educational and career development initiatives engaged in the design and

delivery of programs and services that bring maximum career success and satisfaction to individuals from across the life-span. His academic preparation has resulted in being awarded the Master of Arts and Doctor of Education degrees in counseling by the George Washington University (DC). And the Bachelor of Science Degree by Shippensburg University (PA). He is a Registered Counselor (RC478) in the state of Maine and has earned the National Certified Counselor (NCC) and National Certified Career Counselor (NCCC) credentials of the National Board of Certified Counselors (NBCC), as well as the Certified Personnel Consultant (CPC), the Certified Temporary Staffing-Specialist (CTS) and Certified Employment Retention Specialist (CERS) credentials of the National Association of Personnel Services (NAPS). Further, he served as the NAPS certification and education consultant from 1994 to 2021. Readers may direct questions to him at ednow@aol.com.

A monthly examination of issues and concerns being voiced by employment candidates with search and staffing professionals. Veteran counselor and educator Frank Burtnett responds personally to each career question. EMinfo readers are encouraged to submit their questions for Dr. Burtnett at ednow@aol.com

Making the Right Choice, Job Choice That Is!

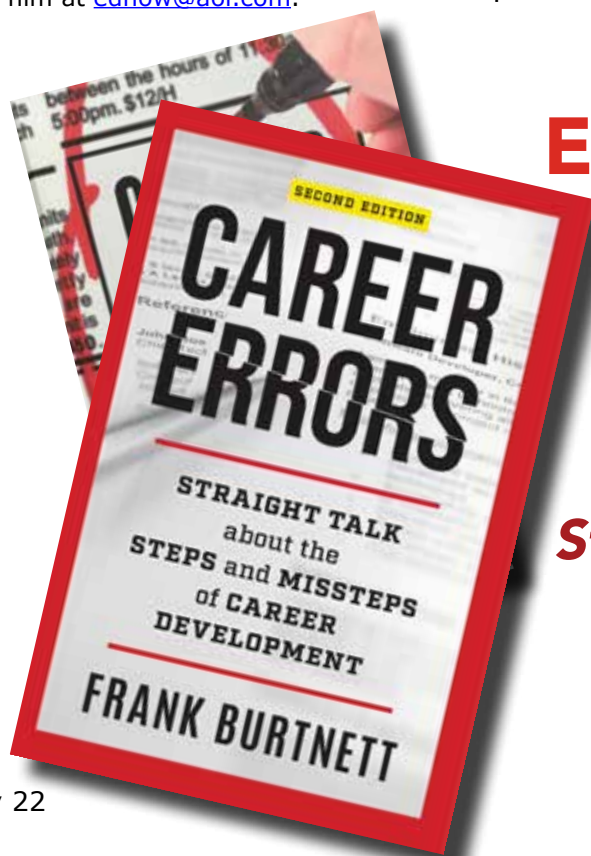
EMinfo Reader: The Department of Labor is reporting job switching at near record rates as members of the workforce have been trying to capitalize on economic momentum that is seeing U.S. employers add a record number of new jobs. I'm finding more and more candidates asking what factors they should factor into their new employment decision. What should I tell them?

Dr. Burtnett: In my book *Career Errors*, I introduce job seekers and changers to the Fundamental Employment Acceptance Test, or FEAT for short. FEAT asks candidates for new or different employment to examine six factors that must be considered when they are faced with choosing from among one or a number of job offers.

The FEAT test seeks to examine six elements that are critical to future satisfaction and success. Following, I have excerpted from *Career Errors* the basic question that each element seeks to address:

1. Work: Is the offered position one the job seeker is capable of performing at the required competence level and enjoy doing?
2. Employment security: Does the position under consideration possess the short-term and long-term security that will foster career success and satisfaction?
3. People factor: Does that workplace culture and interaction with people (i.e., peers, managers, etc.) correspond to the individual's personal preferences and social needs?
4. Compensation and benefits: Is the salary commensurate with the job seeker's knowledge and skillset and competitive in the business, firm, agency, organization, or institution where the work is performed?
5. Growth and mobility opportunities: Does the new employment promote workplace experiences, as well as continuing education opportunities, that will sustain and nurture the individual's career development?
6. Life-work balance: Will the job seeker be able to satisfy personal and lifestyle interests and objectives both in their work and leisure experiences?

Using FEAT, the decision-maker creates a "yardstick" for measuring the acceptability of the job offer, including where she or he will place their unique priorities and preferences---thereby personalizing the process to the greatest degree.



**EMinfo readers can receive 20%
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RLEGEN2022**

Topics are drawn from Dr. Burtnett's book,
***Career Errors: Straight Talk about the
Steps and Missteps of the Career Development
Process***

(Rowman & Littlefield Publishing Group)
& represent those witnessed regularly by search & staffing professionals.



EMinfo Reviews...

NPAWorldwide Global Conference held last month in Fort Worth

A great group of members attended this learning and networking conference last month. Members shared stories and tips on how to best run their recruiting practices while networking with new and old members. We are always impressed by the practice group breakout sessions. Members attend these networking meeting run by a group leader where niches are the focus. They share actionable items that can help recruiters find best practices and gain a better understanding of the niche they are serving.

Every conference this network brings in the best speakers that add value to firm owners and their teams. Keynote speakers are invited to speak to the whole group and some lead break out sessions. This year's list of speakers included Dr. Joe Johnson, Mike "Batman" Cohen, Ryan Kovach and Laura Stoker. All brought their "A" game with members walking away with more understanding and knowledge in the workplace of today.

Awards were given to members that achieve top billings for the year and over the years.



So many of these members win these each year. They are humble and share ideas with each other as well as become lifelong friends. Awards were also given to last year's and this year's Chairman Awards recipients' Jeff McGraw, Reflex Staffing Solutions, 2021 Chairman's Award, and Laura Schmieder, Premier Placement, Inc., 2022 Chairman's Award. This year's presentation was simply the Best EVER! As both recipients were asked questions by a moderator that lead to some interesting answers. Thanks to all that put this together. It was a genuine delight!



After a two-year pandemic hiatus, this face to face event felt even more rewarding, fun and full of energy. It was nice to be downtown Fort Worth with an Art Festival and music happening in a short walking distance of the hotel.

It was definitely worth the travel!





11 Tax Updates in 2022 to know about NOW

Standard deductions amounts were increased for this year due to inflation. If you're married, the deduction is \$25,900 with an added \$1400 for each spouse over the age of 65. If you're single, you can claim \$12,950 while the head of household's standard deduction is \$19,400 with \$1750 additional if you are over 65 years old.

Regarding stimulus checks, some were eligible for a 3rd round but didn't receive payment or didn't get the full amount and relief was available in a 2021 recovery rebate credit. And if you like to make regular donations

By Lynn Connor

throughout the year, take note that charitable cash contributions of \$600 expired at the end of 2021 that were claimed by those who used this standard deduction on their taxes.

In 2022, it's interesting to note that if you like using PayPal and Venmo, you will start receiving Form 1099-K when you pay over \$600/year for goods or services and prior this amount was 20K with more than 200 transactions, a vast difference. The good news is it doesn't apply to payments for family and friends.

Retired or saving to retire? Required minimum distributions will be less in 2022 than prior and for those still saving for retirement, amounts are higher. For example, the maximum 401K contribution is \$20,500 and if you were born before 1973 you can still add \$6500 as a "catch-up." IRA's remain at \$6000 with \$1K catch up over 50 years old.

Parking and transportation benefits that employers can help their employees with include an employer-provided tax-free parking at \$280 per month. The 2022 exclusion for mass transit passes and commuter vans is also \$280.

An increase of \$4200 in 2022 can be found for the social security annual wage base of \$147,000. The social security tax rate on both employers and employees remains at 6.2% and both workers and employers continue to pay 1.45% medicare tax on all wages. For employees only, .9% medicare surtax in 2022 for income over \$200K for singles and \$250K for couples will be paid.

In 2022, an increase of 2.5 cents for the standard business mileage rose to 58.5 cents per mile. Medical and military driving is 18 cents and charitable driving remained at 14 cents per mile.



For many more tax updates for 2022, [visit this article](#) by Kiplinger regarding tax changes and key amounts. If you would like to ensure your staffing firm tracks all income, tax, worker's compensation and unemployment data needed for your firm to operate seamlessly, visit [COATS Staffing Software](#).



Need staffing software to run your business? [COATS Staffing Software](#) offers the best recruitment management options for staffing agencies. Create job openings that automatically post to social media and job boards such as Facebook, Twitter, Indeed, and Simply Hired.

Digital Marketing Trends for 2022: Staffing Websites and Social Media

By Mandy Wittschen

Marketing has evolved from “nice to have” to “business essential.”

If you want to leverage the best of what 2022 has to offer – and stay ahead of the competition – [implement these ideas](#), crowdsourced from our team of digital marketing experts:

Staffing Websites

- **Remember that less is more.** People have no patience to read or hunt for what they want. Navigating your site must be simple. Design must be streamlined. Content must be skimmable.
- **Deliver an amazing experience.** Amazon taught us to want instant gratification, and people expect e-commerce-like capabilities from your staffing website.
- **Focus on local SEO.** Tools like location pages, Google My Business optimization, blogging, technical SEO and more can help you rank well in the searches your ideal candidates and clients conduct.
- **Pay attention to core vitals.** Google rewards sites that load fast, allow people to act quickly, and provide a great mobile (and desktop) experience. Use Google’s core vitals to identify ways to optimize your site’s performance and increase rankings.
- **Conversational systems integrated with website (chatbots).** Your website visitors want immediate answers to their questions. To stay at the forefront of the industry (and avoid losing clients and candidates), your website needs a chatbot to respond to basic inquiries and drive people to take action.
- **Keep it focused and simple.** Are you overwhelming your visitors with too much? Make sure the ONE action visitors should take on each page (whether it’s your home page, job board or a landing page or form) is abundantly clear...and that it can easily be taken on mobile and desktop.
- **Continually optimize, adjust and update your site.** Static stinks! If you want your website to convert, you can’t just launch it and leave it be. Create a plan to regularly update your site with fresh content.
- **Monitor performance.** Review the data in Google Analytics. Look at the pages and content that are getting traffic/results and adjust those that aren’t. Look at entry and exit pages. And find new ways to make your site perform better.

For more 2022 website best practices, read “[25 Ideas for Your Staffing Website](#).”

Social Media

- **Prioritize relevancy.** As competition for attention becomes fiercer, it’s even more important to choose the right topics and message – and send on the ideal channel at the right time. What’s “right” for each audience might vary; be sure your social content is useful, relevant and delivered properly.
- **Become more strategic.** Posting jobs 3x a week isn’t a strategy – and won’t prove effective in 2022. Organic reach is nearly dead, so you need to rethink your strategy in 2022 to win on social.
- **Consider paid reach options.** A successful strategy takes a mix of organic and paid elements shared with an engaged audience.
- **Get the team involved** in creating and sharing content to increase reach and impact. Learn why and how in this 8-minute video: [Team Social Sharing](#).

- **Segment your audiences further.** Micro-targeted content is more specific and relevant – and will yield higher engagement and conversion.
- **Encourage recruiters to build personal brands.** Your company's value and reputation will only be as strong as the brands of the people on your team.
- **Design content for short attention spans.** Test new ways to grab attention, including video, on platforms like LinkedIn, TikTok, Facebook and Instagram.
- **Be authentic.** Your audience wants to know what it's really like to work with and for you. While professionalism is important, stay true to your brand on social media.
- **Be unique – and don't be afraid to be bold.** Push the envelope with design and social copy. Think: How can you captivate your audience to entertain AND educate them? How can you stand out? Do you look like every other staffing firm, with the same messaging and same posts? Or is your employer brand and voice unique and showing through your posts?
- **Understand the algorithms.** Pay attention to what Facebook, Twitter, Instagram and LinkedIn are pushing on their platforms (usually it's their latest new features). Follow your competitors and see what types of their posts show up in your feed. Look at your own insights on each platform to see how your own posts perform, paying attention to patterns. Then, use the algorithms to your advantage by applying what you learn to content that really adds value for your audience.

Editor's Note: From marketing strategy development to freelance blogger management, copy writing to content planning, Mandy wears a lot of different hats for Haley Marketing Group. And with good reason – she's been with our company since its inception back in the mid-90s! Along the way, Mandy has honed her creative writing, project management and service skills – and she's always loved a challenge. Combine that with two decades of staffing experience and what do you get? Great results for our clients!

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ASK COACH

Mike

Michael Gionta

How to Handle the Client When Your Job Order is Taking Too Long to Fill

Coach Mike: Hey Mike, how do you handle a client when you cannot fill a job, or it takes longer than expected to find anyone to interview?

That is an excellent question. You will be shocked by this answer – metrics. It is always usually the answer, or at least the origin. Likely, the issue is one of two things: either the salary is too low, or there is something wrong with the opportunity. Metrics will allow us to diagnose the issue.

If after 20-30 conversations with potential candidates you continue to hear misalignment between what they are looking for and what is available on the market, skillset, comp, whatever it is, a combination, I would call the hiring manager.

I would say, Hiring Manager, I want to review the search. So far, I have talked to 31 people. Now, if it were contingency, I would never tell them who I spoke with. If it were a retainer, I would.

I talked to 31 people, and with 11 of them, no matter what we had, Hiring Manager, they were not going anywhere, great year, great company, thrilled with their lives and their careers.

Of the remaining 20 people, I talked to 12 that did not have the qualifications you were looking for. Of those 12, six were close, but you said if they did not have _(blank)_, you did not want to talk to them. But they would be available at your comp level, and I could probably get one or two of them to talk to you.

And the remaining 8 have the exact experience you are looking for; some of them are relatively open to making a change, but you are \$15,000 underwater even to consider them.

Or, I am not finding anyone with this Xdot37 technology that you are looking for. They all have the older version, the Xdot35, and they said it would not take long, but you said you needed . . . (I am making this up. There is no Xdot37 technology that I know of).

Whatever it is, you bring a numerical survey. I do not put it in an email. I do that with the hiring manager on the phone, and I get into a conversation.

Their initial response will be something along the lines of, keep talking to people. And my response was always if I have talked to 31, the definition of insanity is doing the same thing over and over again, expecting a different result. I may or may not find the person. But you told me, here is why you wanted the position filled quickly.

There were three people with the Xdot37, and they make \$30,000 more than your range. My recommendation would be to interview some of these people. I think I can get two or three with the Xdot35, a lower qualification, to talk to you and listen to their argument of what they perceive as the gap and see if that makes sense.

If I am working with a really rigid employer and I do not have a retainer, then I can pull a parachute and go:

My advice would be to engage with another recruiter who can find this if you are unwilling to change some of these terms. When I took the assignment, I told you I was tentative. (This is why I would never wait until I've exhausted the search to have this conversation).

That is the best way. I am just looking at your wording here. It is taking longer than expected to find anyone to interview. That means it is not a problem moving the process along. It is the qualifications or the compensation of the candidate. Data, data, data, data.

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Download [Date or Ditch: The 10 Criteria to Determine Whether to DATE or DITCH Your Clients – And How to Use the JOB ORDER SCORECARD to Increase Revenue Today.](#)



Will your existing organization and/or personal style allow you to implement any resolutions or changes that you would like to make in 2021?
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Control What You Can Control

By Chris Heinz

There is SO MUCH chaos going on in the world today. Each of our lives is filled with distractions, challenges, and opportunities. We have people coming at us from every direction, both in person and electronically.

Many of these things are entirely out of our capability to control. For example, to my knowledge, we can't control the weather...we can't control the government/politicians (except with our vote)...we can't control what other people do in general...and on and on. With so many things out of our control, one option is to find a corner of your house/office and curl up in a ball, and rock back and forth.

Or...

We can CHOOSE to focus on the things we do have control over. There are things in both our personal and professional lives where we can maintain both sanity and control. If we focus on these things, we'll be in a better position for success and happiness.

In the wonderful world of recruiting (and in life), there are only certain things you truly have control over:

What you say...

How you respond...

What you do...

How you think...

What you say...

In the past, what you said was purely from a verbal standpoint. However, in today's technologically advanced world, 'what you say' comes in many forms: conversation, email, text, social media, videos, zooms, and on and on!

Regardless of the number of mediums you have for communication, YOU control your words! You control the words you say and the words you type. You control the tone...You control whether you are negative or positive...You control everything about your words.

Do you realize the power you have with these words? You can build people up or knock them down with your words.

One added dimension of the written word, whether that be text or email is that those reading your message can't read the tone or intent in the words. So, you must understand this. A great free tool to use to help with tone (and spelling) is Grammarly. You can download it on Google Chrome as well as on your phone. It will show you the type of tone being portrayed from the words you type. (No, this was not a paid endorsement...but I am a customer!)

Connecting "what you say" into the world of recruiting and interviewing is very important. What words are you using to "sell" the opportunity? What words are you using to communicate the process? What words are you using to release someone from process? What words are you using when you make an offer? Remember that YOU have control over every element of your communication!

How you respond...

You say something, verbally or in written form, and then they say something. How you respond will make a difference in that interaction. Everything said above covers this, but I wanted to make a specific point to keep "how you respond" front of mind.

What you do...

Let me start this section by stating that rarely can you control your actual results, particularly in the wonderful world of recruiting! But, you have complete control over what you do, and you have full control over your effort!

While you can simply follow Nike's saying of "just do it" each and every day, I would suggest planning for your days and weeks to give you the best chance to be productive. An important element of effective planning includes creating a prioritization list—what are the things you must do tomorrow in order for you to consider it a day of impactful effort?

Once you create this list, do two things: 1) block out dedicated time on your calendar to do the task... and stick to that time block! 2) Since you now know the things you need to do AND have blocked out the time to do them, how about planning WHAT you're going to say both in verbal and written form? I know I know... it's a crazy concept to be fully prepared for both when to do things and what you're going to say! While there is so much more that could be discussed in terms of planning, I'll leave you with these initial thoughts.

How you think...

In addition to what you say, how you respond, and what you do, another incredibly important element of "control what you can control" is what you THINK!

You, and you alone, control your mind! This means you control what goes into it, from the things you read, the conversations you have, and the shows you watch. I can say with absolute certainty that

your mind is affected by all of these things. They will influence how you think.

I am a big believer in having a positive mindset. Understand that I have this mindset still dosed with reality. But, I would much rather be positive than negative. To keep my mind focused on the positive I do several things that you may want to consider:

- Listen to podcasts focused on growth, inspiration, and positivity (if you need suggestions, reach out to me on LinkedIn and I'd be happy to provide some)
- Read/listen to books that can help you grow your mindset
- Review who you follow on social media. Do those you follow continually spew negativity or do they bring some positivity to your feed?
- Find like-minded people and create your own mastermind group. You don't need to pay thousands of dollars to belong to one. You can do it yourself.
- Find a mentor that will hold you accountable

Let's bring this subject of "Control what you can control" altogether. These are an infinite number of things completely out of your control. But, there are 4 categories of things that you have complete control over. Over the next 4 weeks, work on each one individually (week 1-work on "what you say", week 2-work on "how you respond" and so forth). You won't be perfect in just one week. But, you should see improvements that will encourage you to continue with your growth.

If you can become your own expert on these four categories, you will see incredible improvements. If you can control these things that you can actually control, the sky is the limit for you! I'm rooting for you!

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+ races of all distances. He has turned that passion into good by raising thousands of dollars for several charities.



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Owner's Outlook



Barb is recognized internationally as one of the top experts in the Staffing and Recruiting Profession. She has addressed audiences in North America, Asia, Africa and Europe. Barb has developed web based training programs that are distributed in several countries, she writes for numerous publications & authors one of the most widely read online publications, The No BS Newsletter. She has authored several books, created mobile apps & is often quoted as an industry expert.

Barb became a trainer to promote responsible recruiting & to allow owners, managers & recruiters to make more money. 100% of Barb's Top Producer Tutor clients have increased their sales & profits.

Barb also developed Happy Candidates to allow Staffing & Recruiting Firms to focus on the 5% of candidate flow they place, but also provide an amazing resource for the other 95%. The resource has provided many benefits for owners which include: increased referrals, elimination of the greatest time waster (time spent on candidates you won't place) increased sales and dramatically improved word-of-mouth advertising.

Barb has been, is & always will be defined by making a difference in the lives of others including the candidates we can't place on an assignment, contract or job.

Most recently Barb created & launched an easy to use Metric Tool called The Sales Performance Indicator which includes the proven 140 point system. This tool alleviates inconsistent production, helps prioritize activities & predicts trends.

Barb speaks at conferences, conducts webinars & provides in-house training & offers consulting. Her ideas are easy to implement and participants realize a strong return on their investment of time & money.

Bottom Line: Her enthusiasm and passion for this Profession are contagious!

HOW DO YOU STOP LOSING YOUR TOP TALENT?

Where is all the great talent? Your people are only your greatest assets when they are the right people. Are you just filling assignments, contracts, and job orders, or are you placing the best talent for each opportunity? The workforce and workplace have changed and traditional methods of sourcing and recruiting top talent simply don't work.

The other challenge you're facing is losing your internal team to other Staffing and Recruiting Firms, having them open their own company, or going to work for a much higher base salary in Corporate America.

According to LinkedIn, companies spent \$2.5B on job board ads and website postings in 2021. Both of those recruiting methods only attract 15% of the talent pool which represents individuals conducting an active job search. This "posting and praying" method is just not working.

Some of the best and free resources we have utilized to find top talent were identified during interviews. People are more networked than ever, and most are not willing to pay for resources they might utilize in a job search. As a result, they identify free resources that are effective, and you can utilize those same resources.

Where does the top talent you need to hire hang out? When I owned a light industrial temp firm years ago, three of my greatest resources for top talent became the American Legion Post, Moose Lodge, and bowling alleys. We attended their fish fry every Friday night, sponsored bowling teams, became an active member, and recruited remarkable talent.

Identify the industry events they attend, the publications they read, and the associations they support. Attend the same events, have an article published in the publications they read, and support the same groups. Encourage your team to hang out where their potential candidates and clients hang out. Be willing to pay for memberships to clubs and associations.

Teach your recruiters to stop pitching a specific job to a prospective hire. The common perception is that you don't really care about what is important to this person, you are just trying to fill a job with them or the next person you call.

The war on talent is over – talent won! Candidates know they are in demand, confident if they leave they will find a better paying job, and they are being approached by recruiters trying to entice them away. So, why should they consider working for one of your clients? Share the company brand and culture of your clients with your candidates.

TIP: Set up Google alerts on your company to see what others are saying about your clients online.

CURRENT CANDIDATE REALITIES:

- Over 50% of the workforce are Millennials and Gen Z
- By 2025 over 70% of the workforce will be Millennials and Gen Z
- They know they are in demand
- Put a premium on personal and professional development
- Need to know how their work helps achieve company goals
- Least engaged workforce in history
- Often continue to interview after accepting an offer or even starting a new job
- Will quit without notice
- Often quit their manager vs. the company

- Look for an environment that promotes DEI (Diversity, Equity, and Inclusion)
- Wants to know what “causes” are supported by the company
- Will change jobs more frequently than prior generations

RETAIN YOUR INTERNAL TEAM

There are five strategies you can implement that will help you engage and retain your internal team. They include your employee referral program, orientation, mentorship, stay interviews, and personal and professional development.

Strategy Number One is your Employee Referral Program. A reliable statistic to monitor is the number of employee referrals you obtain. If your employees love your company, culture, values, and their career path, they will refer other people just like them. Your employees are either your “army of recruiters” or they are being recruited away by your competitors.

Strategy Number Two is your Orientation Process. In this competitive market, many candidates continue to interview after they’ve accepted your offer. They will also receive a counteroffer from their current employer. Have one of their new co-workers or managers take them to lunch, send them company swag, have them fill out paperwork, and keep in touch during their two-week notice.

Strategy Number Three is Mentorship. Whenever possible, appoint a mentor to every new hire, who is not in a supervisory role. So often during casual conversations, small issues can be resolved before they escalate to major problems that cause turnover. Mentorship is also a great way to develop leadership qualities in the person who is selected as the mentor.

Strategy Number Four are Stay Interviews. Too often companies only conduct two interviews. The first is the employment interview and the second is the exit interview. Stay interviews are conducted with employees to assess their job satisfaction as well as why employees are “staying” with your company. Your goal is to learn what makes your company a great place to work and what you may need to improve to increase retention.

Strategy Number Five is offering Personal and Professional Development. Your employees want to continue to develop, learn and improve their marketability which will help them advance in their career. During stay and performance interviews uncover what areas they feel need improvement. When your employees continue to develop and advance within your company, they will become an engaged and retained employees.

If you implement any of the ideas I’ve shared with you today, you will not only place the best talent you will prevent your current internal talent from walking out the door!



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What The Ukraine War Is Telling Us

By Michael Neidle

There is a lot to tell here and what that means for you and your company.

We will just deal with five areas here.

1. **AGREEMENTS YOU RELIED UPON MAY MEAN NOTHING.** After the Soviet Union collapsed, Ukraine was told that if they gave up their vast stock of nuclear weapons, that they would have a security guarantee under the Budapest Memorandum underwritten by the Western powers. Well governments change and those guarantees were more loosely interpreted, and it was not a legal binding contract. This, where you could go to court to get that contract enforced. And the Ukraine was not provided membership in NATO as a substitute, where an attack on one member state was considered an attack by all so they were either naïve to trust an agreement without binding remedies. And here is the world now at a precipice. And it's not that the West isn't providing vast amounts of help to Ukraine, but it's not the same as being in NATO, where other countries are fighting alongside of you.

SO, WHAT DOES THIS MEAN FOR YOU AND YOUR COMPANY? As we noted in a recent article "Trust But Verify", make sure you do not trust, but have checks and balances in place. For without binding legal remedies, do not rely on promises that aren't legally binding and whomever you are dealing with and have the resources and capability to deliver without a protracted legal battle that you can't afford or time to litigate. Then there are risks that can be foreseen but dismissed. I worked with a client who was almost bankrupted after hiring away key employees from a competitor with deep pockets, even when there is no legal basis for a claim against your company. The other company almost forced them into bankruptcy by having to defend themselves with high priced attorneys. The moral of the story is not to anger an eight-hundred-pound gorilla.

2. **WHAT YOU THOUGHT IS IN ONE'S BEST INTEREST, MAY BE WRONG.** Many leaders thought that Russia would not invade Ukraine. This, after Russia invaded Chechnya, Abkhazia/Georgia and even taking Ukraine's Crimea and Donbass region didn't get much of a reaction, they thought the rest of Ukraine would be easy picking and no one would interfere. But it was one step too many and too close for NATO countries for comfort. It finally dawned on them that this was reminiscent of Nazi Germany taking one European country after another until their overreach started WWII. What the world didn't originally factor was Putin's myriad of reasons for Putin's for the invasion: a distract from a failing economy, Ukraine was only his first step in reconstituting the old Soviet Union, believing his army would conquer Ukraine in less than a week, threatening the use of tactical nuclear would freeze any help to Ukraine, etc. NATO originally failed to appreciate these factors and allowed Putin to think he could succeed with little resistance. NATO initially underestimated the magnitude of the problem and its unintended consequences like the millions of refugees that would pour into their countries, that they could be the next victim, a break in a new supply chain of the Ukrainian wheat harvest, etc. And they finally realized and that this could lead to WWII, and appeasement never works. But many world leaders don't learn from history.

SO, WHAT DOES THIS MEAN FOR YOU AND YOUR COMPANY? People and other companies often have different agendas than what you have; recognize that. A candidate for a position in your company may just want to get a job offer from you to leverage that with their current employer to get more money. A competitor or new entrant to your industry may seem interested in buying your company, just to get inside information during the discovery or due diligence stage. This, to help themselves to your client base, financials, other vital data, your proprietary methods of doing business, finding out who your key employees are and trying to hire them away, etc. Having them signing a confidentiality document may not provide you with the protection you require. So, think so be very careful before as they say in "opening up your kimono".

3. **PLAN FOR THE WORST-CASE AND HOPE FOR THE BEST.** NATO and Ukraine thought Putin was bluffing when he said Ukraine was really part of Russia and massed tank and artillery battalions and the

boarder, sailing warships close by, having fighter jets at the ready, etc. Well guess what, he wasn't bluffing. and the war was on attacking Kyiv and trying to overthrow Zelensky as Phase 1 of his plan which failed. Defensive equipment that was promised was slow in arriving. Yet, after seeing that Ukraine was doing quite well against the Russians and atrocities and war crime could no longer be tolerated more lethal weapons are making their way in. And as of this writing Zelensky has thwarted Phase I, but Phase II as to utterly destroy the eastern and southern parts of the country; which as of this writing Zelensky is so far holding their own. But the outcome is uncertain.

SO, WHAT DOES THIS MEAN FOR YOU AND YOUR COMPANY? As Satchel Page said, "don't look back, as something might be gaining on you", which simply means just focus on what you need to accomplish, and wining, although this it is a bit overran overstatement. This, as you need to see what your competition is up to and looking over your shoulder in order to know what they are up to. Work on the assumption that your competition will try anything to overtake you and may clandestinely plan to introduce a superior product or service, steal your top employees or clients, try somehow to sabotage your company, place false rumors about you, etc. So up your game by getting feedback from your clients, staff, and others about what your competitor are doing in gathering intelligence on what they are planning. Then counteracting their moves before they can institute them or practicing one upmanship by not only obstructing their effort but going on the offence and proactively doing the same to their clients, staff, and reputation as deemed necessary.

4. PEOPLE MAY BE MORE CRUEL THAN YOU EVER EXPECTED. War crimes upon civilians and utter lack of human compassion and civility can now be documented in real time by Russia's actions in Bucha, Mariupol, and other Ukrainian cities. People with access to independent news who have looked the other way at the start of the war are compelled to recognize torture and brutality that has been perpetrated by Putin's military and his mercenaries on civilians and the military captives alike.

SO, WHAT DOES THIS MEAN FOR YOU AND YOUR COMPANY? There are owners and managers of companies who exercised cruelty in less conspicuous ways. Whether it a deficiency in one's character and making a profit in any way possible, your company's misdeeds can be exposed if you look the other way, or these acts are simply part of the company culture. In high tech companies where the phrase "do no evil" has not exactly been always practiced, when profits and market share are at stake. Then there are the Madoff's of the world who not only bankrupted thousands of people but because of the harm they did to others unintentionally resulted family members committing suicide. Enron's Lay and Skilling manipulated their books and hyped their stock, to even their own employees who lost everything. I haven't even discussed what oil and tobacco companies have wrought. There are simply too many people, companies, and institutions to name and address their misdeeds. Do you want to risk everything and be morally and financially culpable of terrible and even heinous things even if the odds of being caught are low?

5. UNFORESEEN CONSEQUENCES CAN RESULT FROM EVENTS. Putin enriched himself and his friendly Oligarchs to the point of where they could not spend all of their ill-gotten riches to the mind-boggling extravagance of buying billion \$ yachts. The problem was that a good portion of that money was skimmed off the top of funds for almost every project or investment. This led to the poorly trained troops and officers who were unprepared to fight a war with inferior equipment that proved to be easily defeated. Russia had to resort to mercenary armies to replace cannon fodder conscripts.

SO, WHAT DOES THIS MEAN FOR YOU AND YOUR COMPANY? There is no substitute for hiring the best people which can also help you deal with unforeseen events. Reinvest your retained earnings and free cash flow into business instead of dividending these funds to get through these events. Don't sacrifice the hard work you have done to build your company. Unforeseen event includes ramifications from: further breaks in the supply chain; inflation in areas which has not been yet impacted; not having checks and balances to provide oversight of the actions of your staff; be on top of new legislation, scams, and security breaches; possible impact of climate change on your business; new COVID variants that can impact your staff and operations, etc.



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.

2022 ADP® Workforce Trends



4

Greater innovation will accelerate growth

Businesses will turn to technology to drive efficiency and expand capabilities amid global growth.



Monthly users of ADP Mobile Solutions app experienced

25%

increase from last year, as more **focus on self-service tools** to enable a greater focus on their people

More than one-in-four,

28%

of workers report having **taken on a new role or changing role** due to pandemic labor market shifts

NEWS RELEASES

24 new firms join NPAworldwide's global network

Recruitment network NPAworldwide announces the enrollment of 24 new member firms through March 31st in the USA, Mexico, Australia, Indonesia, India and the United Kingdom. These firms join an extensive international network of over 550 recruitment companies which spans nearly 50 countries. "Congratulations to each of these recruitment firms," said Dave Nerz president of NPAworldwide. "By joining our network, these firms are invested as owners." Joining NPAworldwide allows members to expand their scope of work on behalf of clients and candidates alike.

Streamline Resources (streamlineresources.com), Tulsa, Oklahoma, USA

Specialists in the placement of IT consultants and permanent IT employees

MYM Consulting Pty Ltd (mymconsulting.com.au), Sydney, New South Wales, Australia

Providing recruitment services in the financial services sector including stockbroking, wealth management, fund management, corporate and investment banking, as well as ancillary businesses that are aligned with financial services

JJSS Technical Recruiting (www.jjsstechnicalrecruiting.com), Philadelphia, Pennsylvania, USA

Specializing in the life sciences, advanced manufacturing, industrial automation, IT, technical services, and sports technology industries

Delta Top Talent (www.deltatoptalent.com.mx), Mexico City, Mexico

Providing recruitment services in the areas of accounting/financial services, apparel/textile/retail, biomedical/pharmaceutical/medical device, chemical process, cross-industry functions, cybersecurity, engineering/operations/manufacturing, fintech, healthcare, renewable energy, and technology

Intrepid Professional Search Group, Greenville, South Carolina, USA

Areas of focus include accounting/financial services, chemical process, engineering/operations/manufacturing, fintech, renewable energy, and technology

The Recruiting Consortium (therecruitingconsortium.com), Greensboro, North Carolina, USA

Supports clients in various industries to include biotechnology, pharmaceutical, aviation, consulting services and legal

Souldify (souldify.com.au), Sydney, New South Wales, Australia

Areas of focus include accounting/financial services, apparel/textile/retail, biomedical/pharmaceutical/medical device, engineering/operations/manufacturing, fintech, and legal

Align Staffing Consultants, Atlanta, Georgia, USA

Contract and direct-hire placement recruiting services to the financial, technology, electronics, manufacturing and healthcare industries

Pamelas List (pamelaslist.net), Las Vegas, Nevada, USA

Providing staffing services in industries such as nursing, allied/therapy, government, correctional, and corporate companies

Ready Made Staffing (readymadestaffing.com), Chicago, Illinois, USA

Recruiting and sourcing within the technology, engineering, bioengineering, digital communications/marketing, healthcare/clinical, legal, as well as the general professional space

Vector Recruiting (vectorrecruiting.com), Apex North Carolina, USA

IT & cybersecurity recruiters

Strategic Human Capital (www.strategichc.com), Zeeland, Michigan, USA

Areas of focus include refining, chemical process, manufacturing, process/production, project engineering, maintenance & reliability, capital projects, process controls, instrumentation & electrical, process safety management, IT & cybersecurity

HIRINT Partners (www.hirintpartners.com), Stamford, Connecticut, USA

Providing recruitment services in the marketing, advertising, sales, manufacturing, warehousing, and supply chain verticals

Apogee Resource Group (argpgh.com), Pittsburgh, Pennsylvania, USA

Specialists in accounting and finance

Matcha Talent (www.matchatalent.com), Jakarta, Indonesia

Providing recruitment services in accounting/financial services, apparel/textile/retail, banking, biomedical/pharmaceutical/medical device, chemical process, engineering/operations/manufacturing, fintech, healthcare, legal, and technology

MEO Staffing (meostaffing.com), St. Petersburg, Florida, USA

Specialty is helping job seekers with disabilities find exciting positions suited to their individual needs

Intellex Talent, LLC (intelluxtalent.com), Cincinnati, Ohio, USA

Sharp focus on providing on-demand expertise and consulting solutions to help consumer packaged goods (CPG) companies

Angell & Maddox, Cuernavaca, Mexico

Provides top executive bilingual talent for aerospace, power & energy, telecom-IT, logistics & supply chain, and fintech for international companies

Talent Company, Inc. (talentcoinc.com), Omaha, Nebraska, USA

Unique solutions to HR challenges across a diverse range of companies and industries, from private equity to big-box retail, construction, food manufacturing, and technology

Prism Consultancy Solutions Pty Ltd (www.prismconsultancy.com.au), Sydney, New South Wales, Australia

Provide a diverse range of services in the world of project management (PM) consulting, PM training, recruitment services and technology consulting / solutions

Fortis Grex, Sheridan, Wyoming, USA

Global workforce solutions and software consulting company with experience in banking, insurance, financial services, pharmaceuticals and many more industries

ACS Performance (acsperformance.co.uk), Shoreham-by-Sea, United Kingdom

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Right Advisors Pty. Ltd. (rightadvisors.com), Delhi, India

Generalist firm providing recruitment services in the accounting/financial services, agribusiness, apparel/Textile/Retail, banking, biomedical/pharmaceutical/medical device, HR, business development, sales, cybersecurity, engineering/operations/manufacturing, fintech, healthcare, legal and renewable energy technology sectors

Relational IT, Inc. (www.relationalit.com), Boston, Massachusetts, USA

Delivers IT-focused staffing, recruiting, and solution services

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

Letter From The Editor



Don't miss out!

It's a wonderful time of the year... I just love when spring comes, with it new growth, both in the fields and in jobs! We are excited to send you this issue and know you will find lots of great ideas for your business. Helping your candidates make the right choice will benefit both your client and your candidate. Dr. Burtnett has a short Fundamental Employment Acceptance Test (FEAT) that will help you guide your candidate in choosing the right job, making you a trusted advisor and perhaps a referral. Be sure to read Frank's column "Ask the Career Mechanic" in this issue.

Barb Bruno offers some excellent advice in her article, "Recruit the Best", that includes some inspiring insights into where you might find people hanging out! With the warm weather, outside dining and food truck courts have become a big thing for people to enjoy. I know the opportunities are endless and after the past two pandemic hiatus I believe more and more people will be looking for outdoor activities.

While people were working virtual, lots of new apps and opps were created. Creative people developed interesting ways to communicate, new software to utilize and of course the government introduced more tax codes. Lynn Connors reminds you of some of these tax liabilities you may need to pay attention to.

As we are still in a questionable economy, we want to try to encourage you to seek out the positive. Chris Heinz chooses to focus on the positive and lists several things to consider to keep your mind focused on moving forward. We all can use those positive ideas.

Happy Recruiting.

Pat Turner

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