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EMINFO

June 2022
Vol. 14 Issue 180

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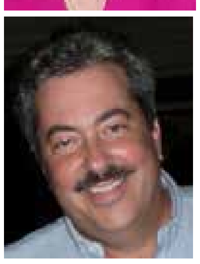


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* Business and health are the two most popular study areas among recent graduates. pg 7

* Today, what grabs my attention the most is the shortest and most “to the point’’ emails that usually include a link directly to an example of what the writer is referencing. pg 8

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* While you might have a strong program, that is not enough. As the leader, you should specifically talk with your associates to get them to think of people worth reaching out to…perhaps more than once! pg 13

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Events & Trainings

CSP Staffing & Recruiting Conference 2022
June 8, 2022
www.cspconference.com

Ohio Staffing
July 27-29, 2022
The Lodge at Geneva
Geneva-on-the-Lake, OH 44041
https://ohiostaffing.net

NAPS 2022 Conference
October 2 -4, 2022
Learn More at https://www.naps360.org

Have a Webinar or Virtual Training you'd like to promote?
Contact us Today: 314-560-2627 or Turner@eminfo.com

How to Craft a Team of Productive Software Users

By Terri Roeslmeier

Why do so many software systems fail? Corporate leaders often wonder what went wrong. How could they have chosen the wrong software? Should they have checked more references? Scheduled more demos? Why exactly isn't the solution that they invested in working?

People Fear Change

Part of the process of introducing new software is "getting people on board" for the technology change. Some of the reasons people resist something new are fear of making mistakes or looking foolish, lack of understanding and/or confidence in the new system, anxiety about having to do more work, and the difficulty of having to learn something new. People get comfortable with their work habits. To some, change always means extra effort and giving up the restful "sticking with what they know."

Leaders Must Take Charge

It's easy to blame a failed system on people who refused to follow, but ultimately it is the responsibility of a manager to build a good software user team. Using software as a team is a top ingredient to software success. Without a team that is willing and taught to work together, any system is bound to fail.

Communication is Key

It is important to communicate to users what the benefits and expectations of the new system are, and how people will be able to use it. A key element is that the change is championed from the top of the organization. It is also crucial to involve prospective users in some of the change decisions and choices.

This is not to say that everyone in the company should be involved in selecting the software. Everyone who will be using the software, however, can be involved in some portion of the design of how it will be used within the organization.

Start With A Demo

Motivating the team starts with a walk-throughof what the software is capable of. Sometimes this alone is enough to get everyone excited about using it and can produce all sorts of ideas for software success. The use of the software is a component driven sequence that must be designed around the workflow of the users. The strategy implemented must be focused on bringing the world of technology together with the human purposes that must be achieved.

Keep Company Culture in Mind

Software should be evaluated in terms of the corporate culture. All organizations operate differently. Users cannot be expected to adapt to system changes that directly conflict with the corporate culture as a whole. This will only bring complaints and negative commiseration. Whenever this occurs, the new initiative has no chance of succeeding.

Senior executives must support the change with their own behavior. It is fundamental that organizational policies, practices, accountability and feedback methods are in line with the change. It is also important to note any barriers that prevent the change and assess plans to overcome the barriers.

Have Realistic Expectations for Timing

Also vital is the realization of how long the change process will take. Yes, there is such a thing as too long. Executives must allow ample time for users to get on board with the new program, but also clearly communicate a realistic cut-off date. It is important to be clear that the organization is moving forward with the plan and everyone is encouraged to participate. If certain individuals refuse to participate, some action must be taken.

Create Accurate Expectations

Management needs to convey the thought that whenever you learn something new, your performance actually will decline before it improves, and that's ok. Things have to fall apart in some way so that they can come back together in a new way. A learning environment must be fostered by managers in the initial weeks that the new software is in use. People are bound to make some errors, and this is part of learning. There must be some allowance for un-learning as people abandon old ways and adopt new ways.

Amplify the Team Effort

The goal is to be as productive as soon as realistically possible with the new software. This can only happen if the software is used in a team environment. Companies must provide adequate training so users are comfortable with how to use the tools available.

Training should include how the various people within the organization will be working together. There should be a change management team that keeps a pulse on the situation with plans for appropriate intervention where appropriate. Original goals should constantly be referred to, and modifications should be made when necessary.

Understand the Nature of Change

Understanding change can greatly enhance the chance of succeeding. Although change is always difficult, most people will change if there is a sound and compelling reason. The rewards associated with the change have to be greater than staying as is.

Users also consider the risks of the change. If the risks of change are higher than staying the same, users prefer to stay the same. One of the ways to get around this is to have users participate in designing how the system can be used to their benefit.

Make Every Team Member Feel Valued

How can ideas for change be processed smoothly so that team members feel they are contributing? First, users must be educated on why there is a need to change. You must let people know why you want them to move from something comfortable to something different and possibly uncomfortable.

It's always a good idea to review the specific challenges facing the organization. It could be economy, competitors, new products and services, market expansion, etc. This must be intertwined with opinions from the users on how the new system can help accommodate the challenges.

Get Everyone Involved

Everyone must profit in some respect from the change. By involving everyone and building a proactive team with software use ideas, the organization can be aligned to accommodate the many issues that come with a major change.

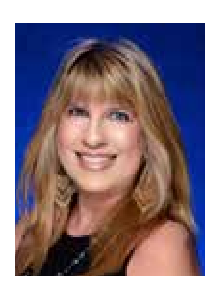
Other ways to involve the users:

- Periodic management chat sessions that encourage the exchange of ideas (small groups work best)
- A master bulletin board in a central area where ideas are posted
- Senior managers asking questions and soliciting opinions
- A reward system to align positive behaviors regarding the new system

Use Group Training Sessions

Provide the ability to use the system effectively by incorporating good training sessions. The training should include the understanding of how different departments work and how all departments can contribute to each other for a smooth flowing system. Workshops can be provided to learn more advanced aspects of the system.

Make public success stories within the organization related to the new system. Strive to simplify processes and procedures with the help of user feedback. The new system should always support the core beliefs of the organization. Illustrate new concepts that will bring the organization together for one common goal. Encourage the sharing of information. Underscore the importance of working as a team with the software and how teamwork and sharing will benefit each user and the organization as a whole.



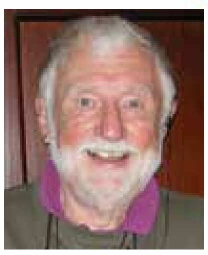
Terri Roeslmeier is president of Automated Business Designs, Inc., software developer of Ultra-**Staff** *EDGE* software for the staffing industry. Ultra-**Staff** *EDGE* is a full-featured software solution with components for front and back office, web portals, onboarding, mobile, data analytics, and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

Ask the Career Mechanic

with Frank Burtnett, Ed.D

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

Dissecting the College Class of 2022



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.

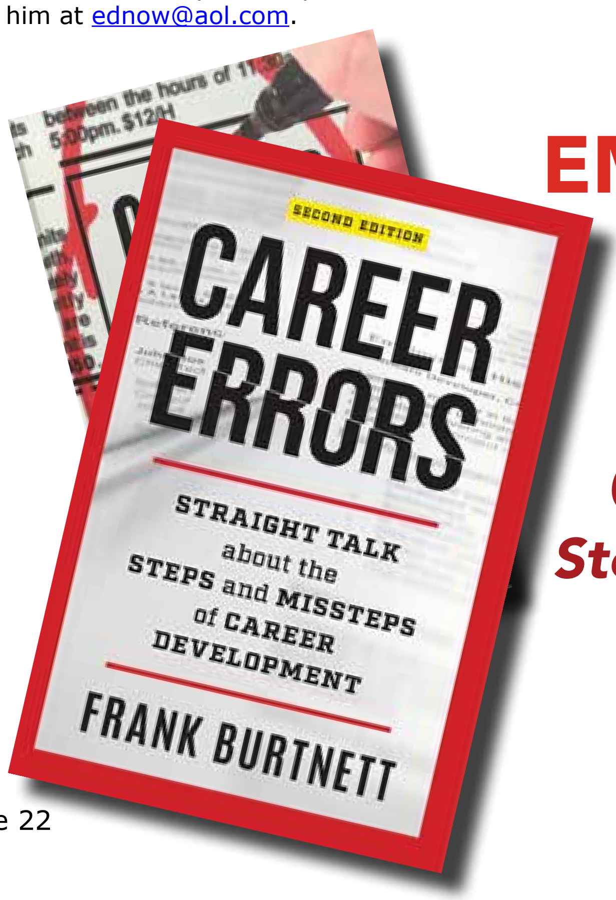
EMInfo Reader: The young adults donning caps and gowns at America's colleges and universities this year have earned their degrees during the most challenging of times. What kind of characteristics and mindset are they bringing to the workplace as they make the college to career transition?

Dr. Burtnett: I just had the opportunity to review an interesting report from the Pew Research Center that produced a facts report that search and staffing professionals need to consider as they interface with these new graduates. Pew has taken the pulse of the Class of 2022 and posted their findings in a special report. I'll summarize a number of "takeaways" here for quick reading, but encourage readers to examine the full report at: https://www.pewresearch.org/fact-tank/2022/04/12/10-facts-about-todays-college-graduates/.

1. Continuing a recent trend, women outnumber men in college enrollment and in degrees conferred.
2. College costs and the fear of student debt are the reasons many students aren't applying and enrolling in college.
3. The percentage of Americans with college degrees is becoming more diverse as college attainment is growing across all races and ethnicities.
4. A significant number of graduates have found that it has taken them longer to earn their degrees.
5. Business and health are the two most popular study areas among recent graduates.
6. Current graduates continue to see the value in the collegiate learning experience.

Facing the challenges of the global economy and keeping pace with an ever increasing technologically driven environment, this group of students had to also address the coronavirus pandemic and the "new normal" that was forced on their personal, emotional, social and cognitive development. To say their college experience was unique would be an understatement.

They are now ready for the workplace! Take good care of them.



EMinfo readers can receive *20% off* discount by inserting 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.

By Lynn Connor

Need more, or actually better clients for your staffing agency?

Having been in the staffing industry for more than 35 years, I came to understand that sales and prospecting for new clients never stops. You can never have too many clients, but you can have the *wrong* clients.

You know, those are the clients with the lowest margin and the highest level of service required. The clients that call you several times per day. The ones who don't understand that you do have other employees and customers to also serve on occasion. The customers who require a high level of experience in their employees, yet don't want to pay a fair wage to your associates?

What does a good client look like?

These are the clients you would love to replace with those who appreciate the work you do for them, understand your employee's pay rate directly impacts the performance they will receive and know your time is as valuable as theirs. This is one of the main reasons why staffing agencies are always prospecting for new clients. Having multiple smaller clients is typically more advantageous than serving a handful of large clients.

At Reliance Staffing & Recruiting, we were always looking at new and different ways to market our staffing agency. We developed a new logo, updated our website, created more than one brochure and marketing flyers, worked on social media, left business cards with goodies and created follow-up campaigns. Email marketing was always a part of selling and remains so today.

It's not an easy world to sell in right now

Today, what grabs my attention the most is the shortest and most "to the point" emails that usually include a link directly to an example of what the writer is referencing. They grab my attention much more than the long drawn out emails with the several automated follow-ups you receive after. What's worse are the texts you can also get if you signed up for the 20% off coupon.

Finding good staffing customers is hard work

Timerack (the time & attendance staffing agency expert) shares, "As I'm sure you know, finding good staffing agency clients requires constant work. While there's no set formula for achieving this, there are plenty of best practices that staffing agencies can follow which will help give them every possible advantage. From putting together the perfect personalized email outreaches to creating a well-planned social media marketing strategy, these techniques can help you attract the right types of clients."

Templates to use now to market your Staffing Agency

I really liked Timerack's ebook to help your staffing agency with marketing for new customers. They explore some of the best practices when it comes to attracting new clients. Even better, they provide real examples or templates of client prospecting emails that you can actually use today. Here's the link to receive the ebook from Timerack!

Timerack and COATS Staffing Software have partnered to bring you an all-inclusive front and back office system to handle all of your staffing agency's daily operations. Your staffing agency has two clients, your employees and your clients. An effective staffing agency continually recruits new employees and prospects for additional customers. Ensure you partner with the right vendors to make a lasting impression on both after you've invested the time and money to acquire them.

How to Make Social Media Content More Inclusive

By Matt Lozar

The tone and sensitivity your brand conveys, as well as the content itself, is critical when it comes to diversity and inclusion. And job candidates' awareness of your commitment to D&I – or lack of it – is just as acute as every other consumer's. Probably even more so, as they make a decision about which organization to which they'll devote their time, talents and sense of ownership.

- Job seekers and customers alike expect the organizations they work for or otherwise support to not only advocate D&I, but to take a stand on social and political issues. According to one report, 70 percent of consumers validate this importance. And 67 percent believe brands are effective at building awareness around important public issues when they speak out on social media specifically.

Making Your Staffing Firm's Social Media Content More Inclusive

Focus on steps to integrate diversity, inclusion and equity into your social media recruitment strategies:

- Apply diverse voices on your brand's social platforms. Seek out and share user-generated content from employees to improve representation of various genders, ethnicities, nationalities and gender and sexual orientations. For instance, if your company is on Instagram, you may want to invite employees to "take it over" for a day or longer to share their experiences working at your company. At the heart of true inclusion is ensuring that everyone feels seen and heard.
- Use images that capture the true range of diversity at your company. This not only reflects your brand's commitment to D&I, but can make a difference as candidates who are considering applying for your jobs see people who look like them already part of your team.
- Make sure your posts use proper terminology. Make sure all your social copy includes the proper terms and is as considerate as possible when referring to diverse populations. You may want to consider using alex, a free online tool that helps you identify and eliminate any gender-favoring, polarizing, race-related or other unequal verbiage. Make your posts compliant with the Americans with Disabilities Act (ADA) by adding alt text to any posts that include visuals.
- Celebrate diverse observances. As you use your social channels to celebrate holidays throughout the year, remember to include those that commemorate dates of importance to your D&I efforts. This calendar can help you get started.
- Focus on volunteerism. Tell stories of your employees and company supporting community volunteer efforts. This gives you an opportunity to promote nonprofit organizations at the same time you show the world your team and what they – and you – care about. If your brand is making a financial commitment, communicate that as well. Follow up by showing how the money has been donated or spent.

Looking for Tips for Your Social Recruiting?

Effective social recruiting – along with your career site, employment branding and job ads and distribution – is one of the pillars supporting your successful recruitment marketing plans. Haley Marketing's team of experts can help you optimize all of them for the best possible return on your hiring spend. Contact us today for more information or to schedule a free focus call.

Editor's Note: Since social media burst onto the scene, Matt has found a passion for knowing as much as he can about the always-changing industry. Graduating from the University of Notre Dame with an undergraduate degree in business and working for nine-plus years in intercollegiate athletics, Matt enjoys being a part of a team that helps everyone come out with a win at the end of the day. Outside of the office, Matt is always working on his golf game (even in a Northern climate), though not as much since the birth of his energetic daughter.

What Are Some Factors That May Be Leading You To Do Twice The Work

Q: I had my admin run reports to verify our metrics over the last couple of years. Key metrics she had measured so far include submissions to first time interviews (send-outs). We are getting one send out for every one first time interview for every 1.3 submissions. Our send out placement ratio is 4.8:1. That is the good news. The bad news is that I also had her track our last six months send out to placement ratio. In the last six months, we are at 11.1 send outs to placements, so more than a double. The send out to submission ratio is virtually the same, however. Perhaps this partly due to a couple of new recruiters joining my staff? I do not think this can account for the whole problem. So, my question is, given this metrics, what are some factors that I might not have thought about that may be leading to this kind of change where we have to do twice the work for same amount of money?
~Matt

Coach Mike: Two different questions let me tackle the first one. One, it could be some of the new people. The fact that you had only 1.3 submissions to send out has remained constant means if it is you, and you are doing a fantastic job selling the candidates to the employer to talk to. So, here is a list of possibilities/remedies to your problem. One of these will probably resonate. It could also probably a combination of the things below.

First, look at the quality of the assignments of the last 6 months. Every once in a while, over a period of time, I have had a couple clients who worked on a big project and they submitted twenty something people that got interviewed and the whole project was frozen. That spikes interview to placement ratio. I do not think that is the case with you, but this is what I am looking for when looking for potential diagnoses with clients.

The next possibility is that you are not submitting the strongest possible candidates. You are doing a great job selling candidates, but they are coming from some other recruiters in the office. If you recruited on your own, you would not have sent those candidates on some interviews. This is not necessarily a bad thing, but that could be spiking it.

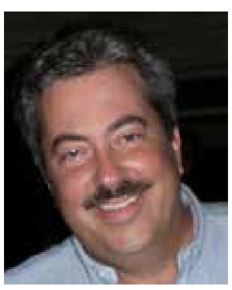
Another possibility is you have brought on some recruiting search associates--people to do recruiting for you—and you have taken some weaker assignments where you do not have much control and you have more competition than you normally would have on your openings and that could be spiking the ratio.

Number four, again, probably a combination of all these possibilities. **Number four is, you are due for a placement** because you have put in the effort. Meaningful metrics need 9 to 12 months to determine a solid first time interview to placement ratio. Now, a lot of times, if you say, "Mike, none of that has really changed." A 4.8 ratio might have been a little bit low, but I would say you are going to have fantastic quarter as long as you keep arranging NEW interviews. My experience is that if your historic number is 4.8 to 1 you will revert to the mean in the coming months. I ALWAYS see that happen to those that track the right metrics.

If you are a sports fan, you know every once in a while you have baseball stars that are lifetime .300 hitters. They have a batting average anywhere between 290 and 310. You can watch them all season long. They are 290 and they are 310 every season. Then you are watching the team on TV and the announcers are like "Joe Blow is at a real slump. He has been hitting .125 over his last two weeks and in his last ten games, blah blah blah." You know what? We quickly forget that because a lot of times that same guy, six weeks later is American League or National League player of the week. Because we hear about those guys, "Oh, Joe Blow hit .600 for the week with three home runs and 15 RBIs." They tend to average out. The same thing occurs with send outs.

So, my diagnosis with that is it is any one of those four things or a combination thereof.
Bonus Video Series: *Visit www.TheRecruiterU.com to get a FREE video series delivered instantly to Your PC or mobile device to Grow your Solo Recruiting Revenues and/or Grow Your Recruiting Firm to an 8 Figure level.*

Michael Gionta has over 25 years as an owner and billing manager. He has ranked in the top 2 to 3% of Management Recruiters offices for several years. As a billing manager, he ranked as high as 2nd ***with over $2,200,000 in annual personal production****. Now Michael is sought out by recruiting firms who have plateaued and want to break through to the next level of revenue and success. To inquire about our mentoring programs please email us at info@theRecruiterU.com*



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.

Visit TheRecruiterU.com for our FREE video series, "How to Double Your Placements in 121 Days or Less".

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

How the heck do you find candidates?

By Chris Heinz

I'm not sure if you've heard it or not, supposedly there's a hiring crisis. Yes, we all know this because we are living it!

Even in this hiring crisis, there are many ways to find candidates today. Some are easier than others, but NONE are easy! The reality is there is no silver bullet. There is no ONE way. As you all probably know, it takes multiple approaches to be successful in finding the right talent!

Let me make one suggestion out that is very important…when you find someone who you believe is a good fit, DON'T wait to hire them (get them hired). There is no written rule anywhere that you MUST interview 3 candidates before you can hire. Yes, you want to find great talent, but as my recruiting partner, Blake, always says "Don't let great stand in the way of good." This is true in any market condition, but especially true in today's hyper-competitive candidate market!

So…how the heck do we find great candidates? I know what you're probably thinking "Chris runs a recruiting firm so he won't give away any of their secrets. He won't us see behind the curtain." Au contrare, if you've been reading any of my previous articles, every month I'm bringing you behind the curtain and sharing our best practices. I firmly believe that we should mutually share our gifts and capabilities! Now, if you ask a magician "how'd you do that trick" their typical response is "very well"! But, I'm not a magician, so you are good!

Let's go over several ways to find the right talent!

Employee Referrals: Many companies have a robust employee referral program. In our opinion, it is one of the single best ways to find good candidates. After all, the employees within the company understand the culture, the work, and they know who would be a good fit with the team and who wouldn't. We believe in it so much that a ☐ of our company has come from referrals!

I have seen many forms of programs, from gift cards, to lunches, to bonuses (ranging from $500 to $5000) to trips!

While you might have a strong program, that is not enough. As the leader, you should specifically talk with your associates to get them to think of people worth reaching out to…perhaps more than once!

Past employees (that you liked working with). In a previous article, we talked about the boomerang employee. Perhaps it would be worth the effort to reach out to those that you liked to see how things are going with their new gig. Maybe it isn't all that it was cracked up to be!

Job boards (Indeed, Zip Recruiter, LinkedIn Jobs, Monster/ CareerBuilder/niche job boards, and your own company careers page)

Here's a fact for you: 35-40% of the workforce is actively looking for a new opportunity at any given time. Many companies have a careers page (with some much better than others). Most organizations typically use job boards for sourcing. Indeed, is the 200-pound gorilla in our current market, and some organizations have expressed to us that they get great value from Indeed, while others complain that they are paying out their "ears" for sponsored ads but getting much from it. In a future article, we'll talk further about effective job board ads. For the purposes of 'candidate sources,' it is worth evaluating whether job boards are worth it to you. If you keep a solid eye on the costs, then you can definitely find value. Without it being evaluated, your monthly costs can reach the thousands very very quickly!

LinkedIn

LinkedIn can be a very powerful tool if used correctly. But it requires effort to first build your connections, second by adding value by engaging in the content of others along with creating some of your own, and third through messaging. The great news is there are a lot of content creators on LinkedIn. I don't know about you, but I can't scroll for more than 15 seconds without seeing who has recently accepted a new position!

If you build your network of connections, you have the ability to reach out to them via messaging. Just remember a couple of things: if someone does not respond, it doesn't mean they don't like you. Most people don't live on LinkedIn the way recruiters do. So, they never notice they have a new message in the app, and the message itself may go into their spam folder in their email. Those that are actively looking for a position are the ones most active on the site.

Recruiters

Remember me? Your friendly neighborhood recruiter? Over my almost 25 years, I know that we are not the right solution for every position. It would not be a good business decision to fill every role through a recruiter. We aren't cheap! But, when you have positions that are hard to fill, confidential replacements, ones you don't have the time to wait and see if other methods will work, you've tried many of the other approaches and they didn't get you the candidates you need, that's when you call in the Calvary.

A good recruiter will be a valued consultant to you. A good recruiter won't try to shove misfit candidates at you. A good recruiter will find candidates you probably would not find on your own–or be able to attract those that you do know but wasn't successful in attracting through other methods. I like to consider my team to be good recruiters. We are far from perfect but we do things the right way while being ethical and moral.

Build a Strong Employer Brand

Every single method of finding great candidates is hurt if you have a poor employer brand. So, how do you ensure you have the best employer brand that you can? The most important is to treat your employees the RIGHT way…not some of the time but all of the time. Other things to consider when it comes to your employer brand include:

- Your company LinkedIn page
- Reviews (Google, Glassdoor, Indeed, Yelp)
- Involvement in associations

Make sure to capitalize on the evangelists for your organization! Remember that a company does not have a culture…the people within the company make up the culture! Encourage those that love working for the company are showing the wonderful things about the passion and care your organization portrays. They will be your best sources for illustrating a strong employer brand!

If the perception on the street is you have a poor reputation, don't stick your head in the sand hoping people will ignore it. Be proactive to improve it. Whoever has control over your Google/Glassdoor/Indeed company pages, respond to negative reviews (without trying to be defensive). If the company went through a senior leadership change, scream it from the rooftop and work to get into as many of the media streams in our industry as possible. The perception won't be changed overnight. But you can work to improve the reputation one employee at a time!

I hope you have gained a nugget or two from these different ways to find great candidates! But, let me end with a statement of caution:

If you have great strategies to find candidates but you have a poor interviewing process or you don't have compelling stories as to why they would want to come work with you, you will lose those you found. In previous articles, I've discussed each of these subjects. If you need a refresher, go check them out!

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

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!

The Difference Between Ordinary And Extraordinary Entrepreneurs - Is That Little "Extra"

Entrepreneurs who are described as extraordinary, consistently do the little extras. The pace of business continues to escalate. You can never be too busy to do the little extra things for your team and yourself if you want to increase sales and profits.

LITTLE EXTRA #1 - Care more about your people than your title
When your team knows they can trust you, you care about them, and you do what you promise, they will to the extra mile to achieve sales goals and objectives.

LITTLE EXTRA #2 - Treat people the way they want to be treated
Put yourself in the shoes of the people you manage and see the world through their eyes. I treated people the way I wanted to be treated for 15 years and finally realized it wasn't effective. It then dawned on me that they were not me and I needed to treat them the way they wanted to be treated – which was very effective.

LITTLE EXTRA #3 - Listen to understand, not judge or solve
When people talk to you, listen to understand where they are coming from rather than provide a solution or judge them. Strive to become the best listener in the lives of the people you supervise.

LITTLE EXTRA #4 - Focus on other's WIIFM (What's In It For Me)
During times of change, your team needs to understand how they benefit by changes being implemented. It is not enough to only stress how you or your firm will benefit. Provide consistent individual or professional development and training.

LITTLE EXTRA #5 - Help others succeed
Know the short, as well as long-term career goals of the people you supervise. Don't hold a good person back because you don't want to lose them. Be the force that pushes them forward in your company and their career.

LITTLE EXTRA #6 - Assign mentors to new hires
Provide mentors to your new hires. This improves engagement but also develops the leadership skills of mentors you assign. Teach leadership skills to your mentors.

LITTLE EXTRA #7 - Celebrate and reward efforts
Too often only revenue generators are recognized or rewarded, which can demotivate other team members and departments. Whenever possible recognize and reward efforts not only sales, but your back-office team as well. Reward efforts not just the individuals who achieve or surpass sales goals.

LITTLE EXTRA #8 - Keep your employees informed
Take time to keep your team informed especially during challenging times or

when change is occurring. Obtain their feedback and have them focus on solutions vs. the problems that need to be resolved.

LITTLE EXTRA #9 - Delegate and teach vs. do
Teach others what you know and delegate power and authority to others. You limit the success of the people you supervise if you always provide answers or do things for them.

LITTLE EXTRA #10 - Conduct *Stay Interviews*
Take time to talk to your employees about why they love their job. Ask if they have any skills they are not using. Utilize those skills or you may lose a very talented person on your team.

Next, let's talk about the little extra things you can do that will help grow your business and personally achieve extraordinary success.

TIP#1 - Lifetime relationships
Future success will be based on the strong relationships you create with your team, peers, and other successful entrepreneurs. Pay special attention to the five people you hang around with most. Connect online and maintain lifetime relationships with everyone in your personal, as well as professional network.

TIP #2 - Subject matter expert
Become known as a subject matter expert in the Staffing and Recruiting Profession. Write at least two posts weekly on your LinkedIn feed and share with groups that are supported by leaders in your niche or area of specialization.

TIP #3 - Smart risk-taking mindset
Conduct research, set goals, create metrics, and complete your due diligence in order to take calculated risk when faced with an unforeseen opportunity.

TIP #4 - Personal character
Embrace challenges as opportunities to learn and grow. Invest time to manage yourself including your core values, ethics, character, principles, purpose, and conduct. Maintain your drive, determination, and resilience to face challenges and stay humble, regardless of the level of success you achieve.

TIP #5 - Out of the box thinking
Extraordinary leaders don't consider the box. Take your competitive advantage to another level, increase market visibility, and implement innovative processes.

TIP #6 - Emotional Intelligence
Leadership is not always black and white, and decisions are not 100% based on data gathered. People have a tremendous impact on the level of success you achieve. People are emotional beings which is why you need to understand and manage emotions of others, throughout your career.

TIP #7 - Leadership roles outside your company
Participation in professional associations are great networking opportunities and help you grow and prosper in your career by interacting with other successful business owners and thought leaders.

TIP #8 - Do well but also do good
This is something I learned from my grandmother who believed if you are doing well in your career and in life, you must do "good." Getting involved in philanthropic endeavors that align with your core values provides another dimension to your character, leadership abilities, and the vision and mission of your company.

TIP #9 - Promote DEI
According to the US Census, "American's identifying as multiracial grew from 9 million to 33.8 million between 2010 and 2020. That same diversity should be represented in your company at all levels including leadership. Take steps to promote inclusion and ensure equity to fuel a positive employee experience and also to enjoy the higher performance of diverse teams.

TIP #10 - Written goals with dated action items
If you don't know where you're going, you won't get there. Annually write down ten goals in all areas of your life, followed by five dated action items. Post them where you can read them often and require that your team members do the same.

When you implement any of the "little extras" outlined for your team or any of the ten tips outlined for yourself, you will achieve extraordinary success.

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Growing Companies

STAFFING SMALL

More Case Studies

By Michael Neidle

Here are more case studies from some of our management consulting engagements over the last 2+ decades.

- This company had just completed the start-up phase of the business, going from operating from the home of one of the partner' founders, to a commercial office space. Billings at that time were $1.5 million, they added their first employee and started their management consulting engagement with us some 16 years ago. Over the next couple of years, the company doubled their sales (which is relatively easy given a low sales base). By year 5 sales were $14 million, by year 10 they were $21 million, in year 15 this was $44 million, and year last sales equaled $51 million. They survived the 2008 Great Recission (sub-prime housing crisis) and COVID-19. They prospered primarily by doing 6 things really well:

    1. Investing in their people and did not lay off any staff for a short-term gain
    2. Adding a captive low cost RPO to reduce cost, allowing them to be price competitive across the board
    3. Hiring, training, and use productivity/efficiency metrics to monitor and motivate their staff
    4. Maintaining their relationships with current/prior clients and not just to rely on penetrating new accounts
    5. Rewarding their staff with very attractive comp plans and motivational trips for their top performers
    6. Operate as a team in separate pods, each with a project manager, sales reps and recruiters

- This company grew internally and was run by a hands-on owner in with deep industry expertise, but who was a tough task master, a micro-manger with a controlling personality. The company dominated their local market but was unsuccessful in branching out into a markets due these issues. There were other problems.

    - Firstly, their core business had a shortage of qualified people to hire within their specialty and their clients capped their prices which made it difficult to attract people with higher pay rates which would squeeze their margins too much. To compensate for this, they brought in a key manager who had loyal client to build complimentary lines of business and doubled sales in 5 years. That person became insecure in their job for the reasons noted above and avoided hiring on a qualified second in command. Eventually, there was a falling out between the owner and the business manager, who quit and started their own business and taking away many of the client they brough in.
    - Secondly, family members who held key positions were ill equipped to do their jobs.
    - Lastly, the owner unfortunately fell ill, and the company became rudderless

    Sales and profits fell markedly as the core and new business lines saw a steep decline. Here are the details:

1. Sales in their company's core business initially grew 80%, before plateauing due to the labor shortage
2. The new business equal to the core business sales in just 2½ years and doubled the size of the company
3. Following all these problems, sales fell to where the company was at the beginning of the story

- This company started out as a franchisee operation, in a small town and in a small niche of a large industry. These situations vastly limited their growth and profitability. We helped move them to a larger market and a bigger market niche. After many years, however the owner decided it was time to sell the company. He wanted to first see if his son would be a viable option, which proved not to be viable. We then created a management buyout option (MBO) for their savvy sales manager and based the buyout price on the company's market value, to be paid out over 4 years from the free cash flow. Here are some of the highlights:

1. We moved to larger city with a greater market and new business potential increasing sales 8-fold in 7 years
2. They exited the franchise agreement which increased their profits and enabled them to sell to company
3. They opened an office for the son but after 18 months, this proved he could not take over for his dad
4. The sales manager leaped at the MBO. She ran the company as expected for a win-win for both parties

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.

IT Staffing Trends and Keeping the Talent Pool Full Post-Pandemic

By Aaron Elder

A 2021-2023 Emerging Technology Roadmap report from Gartner Inc. noted that 64% of IT executives cite talent shortages as the most significant barrier to adopting emerging technology. While IT leaders agree that their team is working more closely with recruiters to implement workplace technologies, locating the talent to execute and support is a significant challenge. As the demand for technology remains high in 2022, skilled IT workers will be hard to find and challenging to keep.

Staffing and recruiting agencies feel the insatiable demand from the market and pressure to fill as many vacancies as swiftly as possible. Meanwhile, they must also address potential candidates' new needs post-pandemic and the rising candidate expectations spilling over to the recruitment and hiring processes.

So, why are companies struggling to secure and keep candidates?

New IT staffing hiring trends that are here to stay

The Great Reevaluation has brought about a renewed focus on hiring practices. IT talent-focused staffing and recruiting agencies must now embrace new methods, techniques, and technologies to remain successful and avoid losing candidates to competitors. More than ever, candidates with sought-after skills are willing to leave undesirable jobs and move into positions that offer flexible schedules with better benefits and salaries.

From IT managed service providers to IT consulting firms, the companies that offer extensive professional development opportunities are also often more desirable for today's available candidates. In this field, given the massive shortage, upskilling and reskilling are a way to bridge experience and fill knowledge gaps while opening up the pool of potential talent. In a high-stakes, tight labor market, multiple strategies and tactics need to coalesce to broaden candidate searches and align with the needs of today's IT talent-driven business.

Keeping the IT talent pool full

Offering the benefits and work environment employees are looking for is the first step in attracting new talent. Having a seamless recruiting and onboarding phase also increasingly impacts the conversion of top candidates. A complex or dated interview and onboard process can result in far higher no-show rates. Starts and stops and a vague sense of status can drag out the process for every candidate and create attrition.

Meanwhile, hiring and onboarding aren't becoming less complicated or tedious: from I9s and background checks to drug screenings to personal information entry. A staffing professional's only viable weapon is to streamline with tech at the center. Recruiters can use flexible onboarding automation and compliance management software to make this process less painful—for both candidates who are excited to make the next move to recruiters who are desperate to gain more bandwidth.

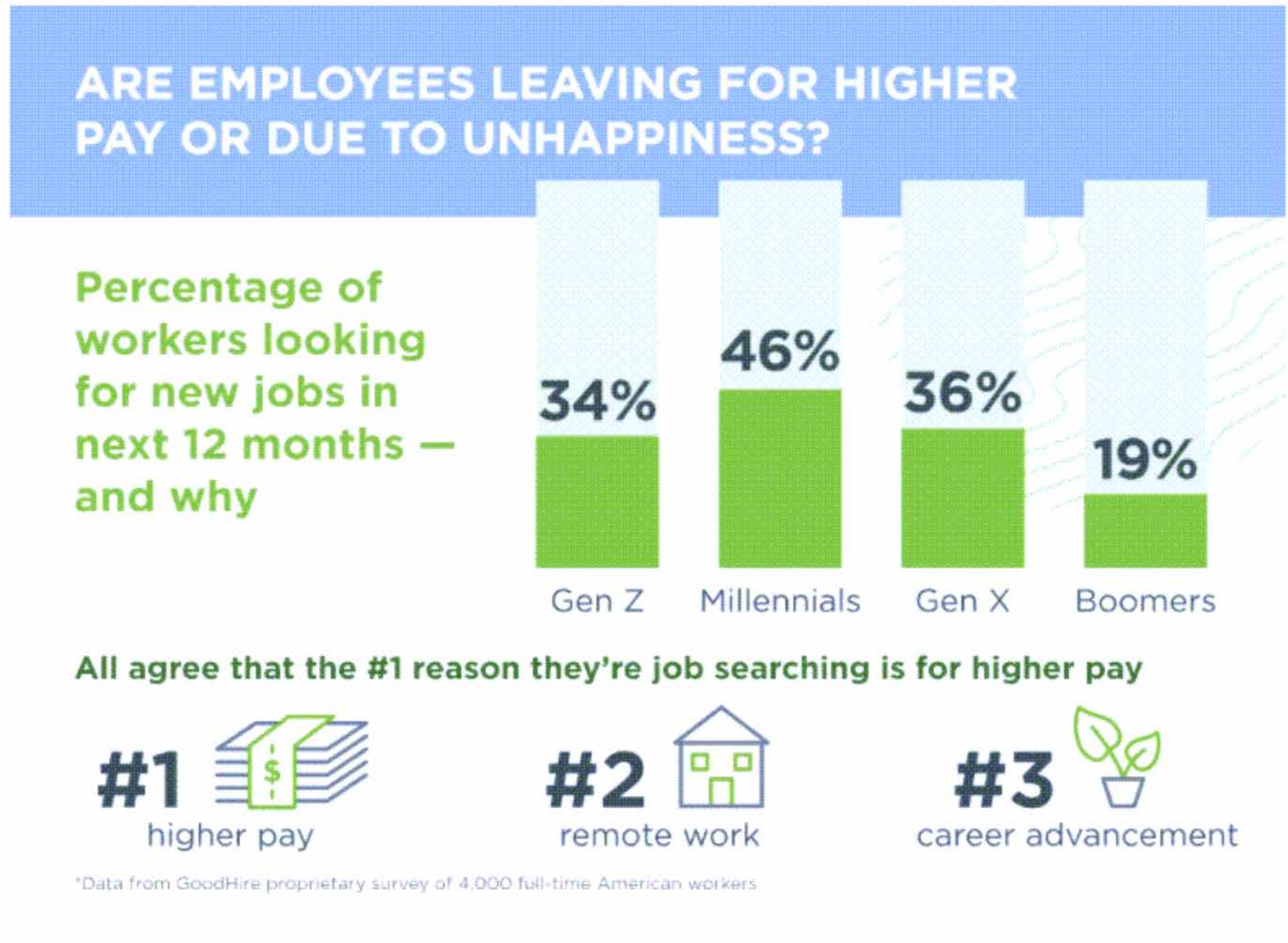
IT-focused staffing professionals are battling heavier workloads while utilizing outdated technology stacks themselves. Their tech infrastructures are often patched together, requiring them to juggle between dozens of browser windows open within a single piece of software, significantly slowing down their recruitment processes and delaying their reply and communication with potential candidates. These delays can be costly and result in candidates evaporating from the pipeline. Many of today's platforms are a frankenstack; eliminating double data entry, unaligned protocols, and holes in the process can help IT staffing agencies stay focused on the relationship.

More advanced end-to-end staffing and recruiting software is helping to ease the workload of professionals by eliminating extraneous manual or awkward information transfers, leaning into human-centered automation, and effectively integrating tools for engagement at scale. When technology streamlines recruiting processes, staffing and recruiting professions are free to focus on building relationships with talent and building out those mission-critical talent pipelines.

More than ever before, the ability to be responsive and humanize the recruitment and onboarding process is necessary for creating and maintaining IT candidate relationships in a highly competitive environment. Now, the question for the staffing professional seeking to build a talent pipeline becomes: did my current tech position me for a long-term connection to the IT candidate or delay it?

About the Author:

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


ARE EMPLOYEES LEAVING FOR HIGHER PAY OR DUE TO UNHAPPINESS?
Percentage of workers looking for new jobs in next 12 months — and why
34%
46%
36%
19%
Gen Z
Millennials
Gen X
Boomers
All agree that the #1 reason they're job searching is for higher pay
#1
$
higher pay
#2
remote work
#3
career advancement
*Data from GoodHire proprietary survey of 4,000 full-time American workers

NEW STATE CAPITAL PARTNERS COMPLETES ESOP RECAPITALIZATION WITH EMPLOYEES OF KLEIN HERSH

New State Capital Partners ("New State") announced today that it has partnered with the employees of Klein Hersh (or the "Company") to complete a recapitalization through an Employee Stock Ownership Plan ("ESOP"). The Company's senior executives will remain in their leadership roles. New State will retain a stake in the Company in the form of structured equity and warrants. Additional terms of the transaction were not disclosed.

Klein Hersh is the country's leading executive search firm serving the healthcare and life sciences industries. Founded in 1998 and based in Horsham, PA, the Company sources senior-level hires for some of the world's foremost pharmaceutical, biotech, and healthcare companies.

Klein Hersh CEO Jason Hersh commented, "Our 48 employees have grown the number of executives we've placed more than 150%, and together with New State, have been instrumental in doubling EBITDA in the less than 18 months. As an executive search firm, people are our business, and giving our employees the opportunity to enjoy the benefits that come with ownership is the epitome of that ethos. We look forward to continuing our work with New State to build on our success."

John Beauclair, Senior Principal at New State added, "We are excited to offer Klein Hersh's employees a meaningful opportunity to share in the value they have helped create. The ESOP structure aligns with New State's ESG goals, and we will continue to look for future opportunities to provide financing options that enhance employee ownership."

New State first invested in the Company in November 2020. This transaction is New State's second ESOP, following the 2017 recapitalization of Gautier Steel Ltd., one of the nation's leading producers of hot rolled carbon, alloy flats and sharp-cornered squares.

To assist with the extensive legal, financial, tax and governance expertise ESOPs require, New State and Klein Hersh engaged the following advisors: Morgan Lewis and Lex Nova for legal, Crowe for tax, Kroll for valuation, and Citizens for investment banking advisory. The financing was led by Star Mountain Capital, with debt advisory services from Piper Sandler.

About Klein Hersh

Klein Hersh is the country's leading executive search firm focused exclusively on the healthcare and life sciences industries. Founded in 1998 and based in Horsham, PA, the Company delivers senior-level hires for some of the world's foremost pharmaceutical, biotech and healthcare companies. Klein Hersh uses its relationships and deep subject matter expertise to match its clients with C-Suite executives. In addition, the Company offers consulting and contract staffing services to address temporary or cyclical needs, as well as specialized knowledge requirements.

About New State Capital Partners

New State Capital Partners is an entrepreneurial-minded private equity firm that strives to be nimble, decisive, and cooperative. New State prides itself on a long-term outlook, approaching each potential investment as an opportunity to create lasting and valuable relationships with company founders and especially independent sponsors. The firm has the ability to invest up to $100 million in equity per transaction and seeks to invest in market-leading companies with $8 million to $40 million of EBITDA in the areas of business services, industrials, and consumer. New State and its affiliates have invested in more than 30 companies to date. For more information visit www.newstatecp.com.

South Carolina becomes third in the southeast to end subminimum wage, new law also promotes disability inclusion in the workforce

On May 23, 2022 (S.533), a bill to end subminimum wage in South Carolina, was signed into law by Governor Henry McMaster following years of grassroots advocacy. South Carolina has become the third state in the Southeast and the twelfth in the nation to pass legislation, breaking from federal law by ending subminimum wage.

Part of the bill's successful passage included an amendment to combine S.533 with the Employment First Initiative Act (H.3244). "Currently, South Carolina has one of the highest unemployment rates for people with disabilities. Dated policies and lack of coordination have withheld opportunities for individuals with disabilities to succeed in the workforce. The Employment First Initiative Act will help our state agencies become model employers by changing policies and procedures and increasing collaboration. Combining the Employment First Initiative Act with the bill to end subminimum wage promotes inclusive employment for individuals with disabilities in South Carolina," says Kimberly Tissot, president, and CEO of the disability non-profit Able South Carolina.

South Carolina's bill prioritizes the stability of individuals with disabilities who are currently subject to subminimum wage by developing a task force to create a two-year transition plan to phase out subminimum wage by August 1, 2024, ensuring that those currently working under subminimum wage can successfully transition to other types of employment. In 2021, 1,800 people with disabilities were recorded as making less than the minimum wage in South Carolina, through these programs.

In reaction to the bill's passage, Tissot shared, "Ending subminimum wage is finally employment justice for people with disabilities! We are thrilled by the result, ensuring that people with disabilities are valued and equal members of South Carolina's competitive workforce. We applaud the leadership of Senator Katrina Shealy, Senator Tom Davis, Representative Neal Collins, and Representative Bill Sandifer for ensuring overwhelming support in the General Assembly. We commend South Carolina's lawmakers for supporting the rights of the 1,216,011 people with disabilities in our state. Today marks a new future for people with disabilities in South Carolina."

S.533 was continuously supported by disability-led and supported organizations in South Carolina, including Able South Carolina, Disability Rights South Carolina, The Association of People Supporting Employment First, Winthrop Think College, Thrive Upstate, The Charles Lea Center, College of Charleston Reach Program, South Carolina Vocational Rehabilitation, U of SC Carolina LIFE, U of SC College of Education, Family Connection of SC, Coastal Carolina LIFE, SOS Care, SC Commission for the Blind, SC Developmental Disabilities Council, and The Arc of South Carolina.

ABOUT ABLE SOUTH CAROLINA

Able SC is a disability lead organization seeking transformational changes in systems, communities, and individuals. Since 1994, we've remained a consumer-controlled, community-based, cross-disability nonprofit that seeks to make South Carolina a national model of equity and inclusion for all people with disabilities. To learn more about Able SC's programs and services, please visit www.able-sc.org.

Letter From The Editor

Don't miss out!

What a difference a year makes! People are out making connections again face-to-face as well as online thru social media, by sharing stories and showing a caring attitude. Check out your local, state or national associations for upcoming events.

Are team players effective working from home? Is the new hybrid model the best? What is your company's policy regarding working from home versus driving into the office? People have preferences. Ask each individual what they prefer and get some group input from everyone. Listen carefully. You may be surprised at the results. Studies are showing that working from home can have less disruption and actually more productivity. However, some people prefer being around others and an office environment suits them better. Again, finding that life work balance is important. Reports show those preferring working at home deal with loneliness. Ideally maybe holding some creative meetings in some space that allows fun and interaction could be exactly what is needed for employee retention.

Using an outside trainer could have some positive impact. Summertime is a great time to do team building with outside activities. Again, ask your team what they are interested in.

Another trend in the hospitality industry, rehiring ex- employees. Lots of people have switched jobs and finding that the old employer just might have been the best fit. The old saying, "the grass is greener on the other-side" comes to mind so not burning bridges when leaving an employer is a best practice. Still helping a candidate make a positive career move is key to recruiting. Dr. Frank Burtnett's book, Career Errors has lots of helpful tips and may make a great gift to a potential candidate.

Do you believe the next generation workers are missing out on mentoring from seasoned managers? We want to hear your thoughts... Please reach out to us thru our EMinfo fb messaging or email turner@eminfo.com

Happy Recruiting...

Pat Turner

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

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