

## How Social Media Can Benefit Staffing and Recruiting



5 Must-Have Staffing Software Features

What's an Employment Brand?

Are You Burning A Bridge? Employers, I'm Talking To You!

Does Coffee Really Make You Most Productive?

*Check out the members page*



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# DID YOU KNOW?

\* In order to become a prominent player in social media circles you have to post often and regularly. That means that you will want to reach out to your audience from a number of different social media platforms. LinkedIn, Facebook, Twitter, Instagram, TikTok, and your own corporate blog are popular choices to spread the message. pg 5

\* Workers today are engaged in a variety of techniques from remote learning on the Internet to traditional classroom experiences, often conducted in the actual place of employment. Supported by their employer, they are learning via new and innovative strategies ranging from independent study to team experiences to Massive Open Online Courses (MOOCS) pg 7

\* One of the most common uses of applicant tracking systems (ATS) is to manage hiring processes. An applicant tracking system affects just about every step of the recruitment process. That's probably why they're so widely used in the world of staffing and recruitment – 75 percent of recruiters use an ATS. pg 8

\* 86% of women and 67% of men in the United States wouldn't join a company with a bad reputation. pg 11

\* If you follow the first tip of treating them how you'd want to be treated, there is a chance they may come back to you. The grass is not always greener on the other side. We just don't know that until we go look. pg 13

\* The amount of money paid isn't the only contributing factor to the success of a referral program. Employees and candidates must clearly understand **what's in it for them** to participate. If they think they are referring their competition, you will receive no referrals. pg 15



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# How Social Media Can Benefit Staffing and Recruiting

By Terri Roeslmeier

Marketing is a great deal of fun with social media. But like everything else your social media strategy needs to be carefully planned. There is a set of unwritten rules that you should get familiar with to ensure that you are following proper protocol. Social media is like a big dinner party – if you mess up, your future invitations will dwindle.

So what could you possibly do that would be so terrible as to get you banned from social media circles? In order to understand this, let's briefly review what's available and how to make social media an unbelievable asset for your business.

## Benefits of Social Media for Staffing and Recruiting

For staffing and recruiting, social media offers extensive benefits. Never before has there been such an outstanding medium available to circulate your branding and marketing message. The internet offers a terrific opportunity to share what you know and therefore establish yourself as an expert in your field.

## Post Frequently and Increase Engagement

In order to become a prominent player in social media circles you have to post often and regularly. That means that you will want to reach out to your audience from a number of different social media platforms. LinkedIn, Facebook, Twitter, Instagram, TikTok, and your own corporate blog are popular choices to spread the message. However, there are many other options that are suitable for your posts such as other company's blogs. If your information is good you may be invited to share your stuff. Or readers may repost your message by sharing to their Facebook group or other social media circles. In turn, others may see it and repost it, etc.

So now that we can see where all of this is going, what's really in it for the staffing firm? It's really all about message and exposure. Then there's this thing called SEO (search engine optimization) and rankings which you may already be familiar with. Basically, all of these postings drive people to your website and then turn into leads which you can sell to. Ever wonder why some companies come up first on searches?

## Social Media Lets You Communicate With Your Customers

The entire process is about cultivating prospects by keeping in touch with "the world". It helps to focus your posts on an audience that is likely to do business with you, but in the world of social media word travels fast and to many. Although it takes some work, it is known to be one of the lowest cost means of advertising and one of the most effective.

There are some caveats to social media posting. First, post quality materials. Next, make sure you post multiple times per week **but not too often**. Of course it will take time to write the materials and also time to post. To do it right, you probably need to hire someone or dedicate a staff member to spend several hours per week on social posts. It is also good to have multiple people in the company participating in the posts. Make sure everything is approved and proofread before it gets posted. You have to be certain that the message being publicized is in line with your corporate views and practices.

## What Not to Do on Social Media

The most important rule is that **"this is not about you"** but it actually really is. You cannot get on a soapbox and preach about yourself. Skip the advertising in your messages. All of your messages need to be focused on helping others with some type of information that you are qualified to present.

The task is to give your audience something that they want and need and then **subtly** tell them who you are and where you could be found. **Never ever turn your message into an advertisement for your company.** If people want to learn about your products and services they will go to your website. Therefore, you will let them know where your website is but that's where it ends.

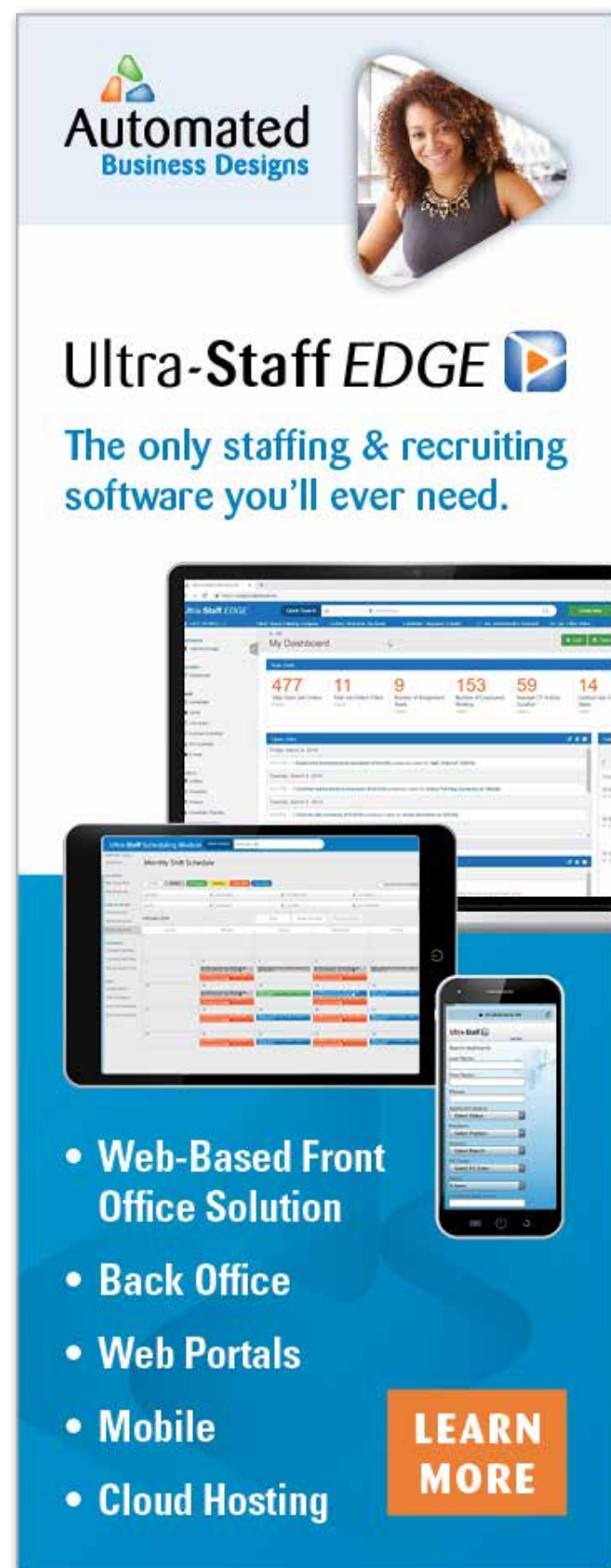
Social media is a fantastic place to communicate job opportunities. This is actually a very nice service that some candidates may enjoy. It is a very convenient way for candidates to find out about opportunities if they like to use social media.



What's important to remember though is to personalize your posts and **not post a standard boring job message several times a day**. Mix it up with other useful posts so that you can increase your chances of attracting qualified candidates. The same formatted repetitive post does not fit in with social media culture and you will harm your posting credibility. People will get tired of looking at your posts and "un-follow" you – very bad. Also, remember:

- **Don't approach complete strangers and ask them to befriend** you simply for the purpose of selling them. This will completely blow your credibility.
- **Do not lose sight of "the engagement factor"**. Always engage with your readers. Use media to show what your job opportunity is like, giving candidates a glimpse of what it might be like to work at your fantastic client's company. Provide ways that applicants can participate in your post.
- **Do not accept followers that may not represent who you normally would associate with**. You are judged by the followers you keep so make sure you check out people who want to connect with your sites. You want high-quality respected followers.
- **Never post without checking grammar and spelling**. Everything posted represents your company.
- **Never allow employees to post on behalf of your company without approval**. It is very important to have information in your company policy manual about social media posting.
- **Do not mix business with your personal account**. Always have a separate business account and "stick to business". Do not choose a screen name that may be unflattering to your company.
- **Do not create a LinkedIn Group simply for self-promotion**. Creating a client group is a great way to make your clients feel part of something and to provide exclusive information for clients only. Remember that the group should be beneficial to the clients who have joined and not a forum for selling other than an **occasional** special offer or product announcement.
- **Don't abuse hashtags during a crisis**. A crisis is not an opportunity to promote your company.
- **Do not gather email addresses of LinkedIn users you are connected to and use them for a self-promotional mailing list**. This is a huge do not.
- **Social media** is meant to create reciprocal relationships. Always give back. When posting to sites **do not post off topic**. Understand the rules of the site you are posting to before you post. Be relevant and engage. Avoid random posts.
- **Do not rip off stories from other blogs** without giving proper credit to the source.

Last, before you post, remember that your post is a permanent representation of your company. Some posts can never be erased and can be used against your company if taken out of context. Do not post if there is any uncertainty about the contents.



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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](http://www.abd.net).



Dr. Frank Burtnekt 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](mailto: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 Burtnekt responds personally to each career question. EMinfo readers are encouraged to submit their questions for Dr. Burtnekt at [ednow@aol.com](mailto:ednow@aol.com)

## Learning Cessation Turns into Career Erosion

EMinfo Reader: I'm finding more candidates for job change who want to secure employment that doesn't have them constantly learning new things and playing the student on a regular basis.

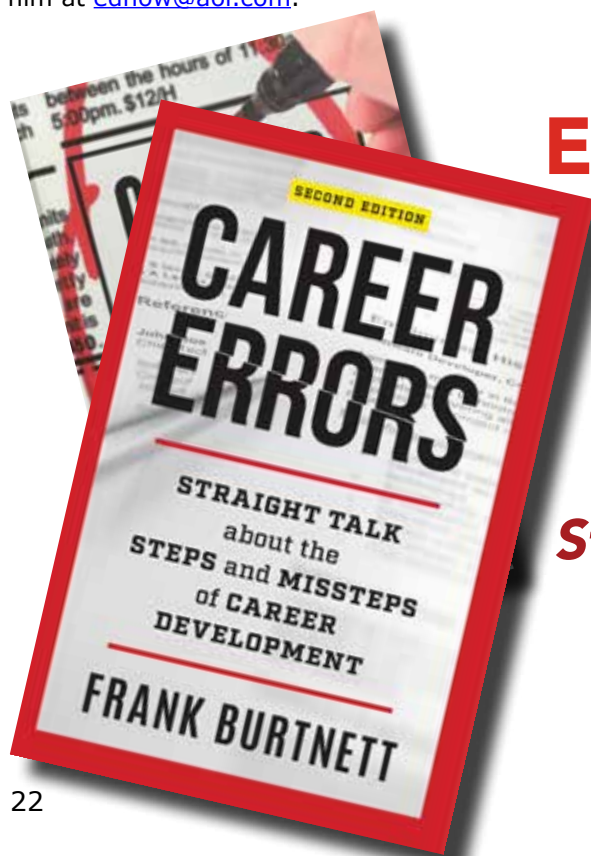
Dr. Burtnekt: The candidates you are describing---common among the mid-to-late adults in the workforce--- would like to position themselves where their existing competencies and skillset are going to stand up to the durability tests required by employers and hopefully negate or minimize how much new knowledge they must learn and how many fresh skills they must master.

Unfortunately, the technological revolution that has occurred in the American and global workplace over the past century has left few occupations and workplaces untouched. Too many mid-adults to seniors view "lifelong learning" as the never-ending curse that forces them to refresh their career and occupational competence over and over again. Eyeing the wind-down and exit phase of their career development, older workers facing these challenges are looking for the least interruptive path to retirement.

As work, workers, and workplaces have changed in modern times, in-service and continuing education have become an essential element in how firms, agencies, companies, institutions, and organizations function. It is how employers remain powerful and productive and survive in competitive environments.

Workers today are engaged in a variety of techniques from remote learning on the Internet to traditional classroom experiences, often conducted in the actual place of employment. Supported by their employer, they are learning via new and innovative strategies ranging from independent study to team experiences to Massive Open Online Courses (MOOCS). Never have learning vehicles been so varied.

Answering this question reminded me of a middle school student I had as a young teacher more than a half century ago. One day in response to frustrating personal experience, he blurted out: "I can't wait for school to be over and I've learned all I need to know." The problem then and magnified even more today---our need to know in order perform and be productive has no end. The day we stop learning is the day our competencies begin to erode.



**EMinfo readers can receive 20% off discount by inserting RLEGEN2022**

Topics are drawn from Dr. Burtnekt'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

Recruiting software automates many aspects of the job search process, making it easier for staffing firms to manage their operations. It also has tools for keeping track of and managing candidates.

Here are five of the most important staffing software features for running an effective and efficient staffing agency:

#### Recruitment Management

Recruitment management software has become an essential part of any company's recruiting strategy. This type of software enables recruiters to track applications, screen resumes, interview candidates, and make offers.

With hundreds of applicants, employees and clients, your Recruiters need a tool to keep all of this data straight. With so many moving parts, being organized is critical. Pen and paper aren't going to cut it anymore. You want to know when you look at an employee's record, every work assignment they have completed and how they performed on each job. You will also want to be fully aware of which clients you have submitted which candidates for review and which clients have rejected them.

#### Candidate Tracking

One of the most common uses of recruitment software is tracking applicants. It helps recruiters keep track of who applied for jobs, what positions they were applying for, how many times they applied, and whether they received an offer. Keep track of candidates within each employee screen and also track each job order with candidates who your recruiters have sent for consideration.

You don't want to forget who has interviewed with your client or who your client has rejected, either. Electronically tracking this data is the most effective way to look at everyone who has been sent to your client to work or to be considered and reviewed for placement. Recruiters cannot afford to look like they don't know what they're doing, and this can easily happen if you send the same job candidate to a client twice.

#### Job Postings

Recruitment software also makes it easy to post job openings. This feature lets recruiters easily share job listings with potential candidates. They can even set up automatic notifications when new applications come in.

Job posting software is flexible, allowing a high degree of both automation and customization, reducing your overall time-to-hire. You can customize the process to suit the needs of each client or each role. These customizable job posting solutions will get your jobs in front of a higher volume of qualified candidates while boosting efficiency and allowing you to identify the strongest candidates, faster.

#### Applicant Tracking

One of the most common uses of applicant tracking systems (ATS) is to manage hiring processes. An applicant tracking system affects just about every step of the recruitment process. That's probably why they're so widely used in the world of staffing and recruitment – 75 percent of recruiters use an ATS. But an ATS isn't just software for staffing agencies. Other types of businesses, including many Fortune 500 companies, use this kind of technology as well.

At the beginning of the process, the ATS helps with candidate sourcing by posting jobs automatically and providing an automatic upload of candidate information into a central database. From there, it helps with pre-screening and screening, including keyword parsing of resumes and cover letters, automated outreach and scheduling of interviews, and managing online tests, video interviews, and more.

An ATS can perform a mix of tasks: some extend offer letters, collect signed documentation, assign onboarding materials, track completion of compliance documentation, and more. In short, it manages the end-to-end recruitment process for every candidate that applies.



### Time and Attendance Management

The phrase “time is money” isn’t just a cliché. As a staffing firm with a steady influx of new employees, you’re surely aware that the time you spend training and then tracking numerous locations and assignments is costing you money.

Imagine if you were freed from training employees on simple, repetitive tasks—like signing in and out of the punch clock. And what if you could automate the manual (and error-prone) process to easily track and assign individuals to various sites and jobs? Imagine how much more productive you could be and how much more time you could spend on high-value activities with clients and other employees.

You want intelligent software that automates and self-guides manual tasks. Timerack’s intelligent punch-clock kiosk (called Intellipunch™) is designed to simplify employee training for time-tracking tasks using automation and a self-guided approach today’s users prefer. For example, Intellipunch guides the user, step by step, on how to easily clock in and clock out using a PIN that you provide.

Managing your employees’ attendance can be just as daunting and critical as managing their time submittal and payment. Geofencing helps ensure your employees are onsite. It is challenging as a staffing agency to try to track the location and activities of your large pool of employees. The Intelligent Assignment feature in [Timerack](#) lets you track various employees and their activities wherever they are at the physical job site. The software uses “geofencing” to let you easily and accurately locate individuals onsite during their workday.

These 5 software features are typically needed in most staffing companies. However, your staffing business isn’t like anyone else’s. That’s why your staffing software should be customized to the unique needs and preferences of your business. [COATS Staffing and Recruiting Software](#) gives you the flexibility to automate and customize your programs so that they fit seamlessly into your workflows today and evolve with you as your business grows. Call us for a [demo](#) or more information.



The advertisement features a dark background with abstract, glowing green and blue lines. On the left, there is a large COATS Staffing Software logo. In the center, the text "ONE, AND DONE" is written in large, bold, white capital letters. To the right of this text, there is a quote in white capital letters: "THANK GOODNESS WITH COATS I CAN DO IT ALL. YOU GUYS ARE THE ABSOLUTE BEST IN THE INDUSTRY." The quote is enclosed in large quotation marks. Below the quote, the name "Thomas Morris, Glendon Employment Agency" is written in a smaller font. On the far right, the phone number "1-800-888-5894" is written vertically. At the bottom, the text "SELL, ADVERTISE, RECRUIT, ONBOARD, VET, PLACE, PAY &amp; INVOICE, AP &amp; GL" is written in white capital letters.

# What's an Employment Brand?

By Mandy Wittschen

## **Pop Quiz: What's an employment brand?**

If you hired someone to call 10 of your field associates and 10 ideal job seekers in your market, what would they say about your staffing or recruiting agency?

That's your employment brand.

Stated simply, your employment brand is what job seekers, candidates, temporary associates and contractors think of you. It's your identity and reputation as an employer. It's how you're viewed in the market. *It's what people tell their friends about you!*

Your employment brand is much more than your logo, colors or website. And it's not just about how visible you are on social media or how aggressively you recruit.

Creating a strong brand is about clearly defining how you want to be seen, and then ensuring that message permeates everything you do. When done well, employment branding makes your job advertising more effective. It helps you attract and keep better talent. And it can help you consistently outperform your competition, especially in a tight candidate market.

And as you've probably guessed from the title, content marketing is a great way to build your employment brand.

## **OK, but does employment branding really matter?**

We've had clients say to us, "We have a fantastic job board and pages for job seekers on our website. And our recruiters do a great job explaining our firm to applicants. Isn't that enough?"

In today's talent economy, the short answer is "No."

Skilled, experienced job seekers can and will be selective. They want to work with an agency that's trustworthy. Competent. Easy to work with. And whose recruiters actually give a damn about their success.

That doesn't sound like too big an ask, right?

What's more, potential applicants do their homework online to find out what they want to know, too. So, unless you take charge of how they perceive you by:

- clearly defining the unique value you provide to job seekers...
- providing relevant content that answers would-be candidates' questions about your staffing firm...
- sharing and promoting that branded content where job seekers will find it...
- proactively managing your online reputation...

...you might be missing the mark – and missing out on great candidates.

Your competitors are aggressively building their employment brands right now. If you want to recruit and retain the best people in your market(s), you need to prioritize branding, too.

## **Employment branding IS essential. But don't just take our word for it.**

These statistics from Glassdoor and LinkedIn show what's to be gained by building a strong employment brand – and what's at stake:



#### Talent attraction and recruiting:

- 68% of millennials, 54% of Gen-Xers, and 48% of boomers indicated they visit employer's social media properties specifically to evaluate the employer's brand.
- 75% of active job seekers are likely to apply to a job if the employer actively manages its employer brand.
- Companies with a strong employment brand see 50% more applicants.
- A strong employer brand can reduce the cost per hire by as much as 50%.

#### The stakes are high:

- Nearly 8 in 10 (76%) of Glassdoor users agree their perception of a company improves after seeing an employer respond to a review.
- 86% of women and 67% of men in the United States wouldn't join a company with a bad reputation.
- Employee voice is 3x more credible than the CEOs when it comes to talking about working conditions in that company.
- Companies actively investing in employer brand can reduce turnover by up to 28%.

#### **How Should You Build Your Employment Brand?**

You know the definition, but do you know *how* to build your employment brand? Get our free eBook on [Using Content to Drive Your Employment Brand](#) to learn how!



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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## Ways to Restructure Recruiter Tasks

**Q:** *What are some ways I can restructure my recruiters so that everyone is not working on the same thing all the time?*  
~Linda H.

**Coach Mike:** I had six people working on my recruiting assignments when I was recruiting. When I gave someone an assignment in my office, I developed other team leaders that also had search associates working on their desk. The only way to go deep is to say, "Matt, this is your assignment, ABC assignment is yours I want five submittals on this inside two weeks"--whatever the number you feel appropriate is. "If I do not get five submittals on this, I am going to give it over to Susan" in whatever timeframe you are comfortable with but very defined expectations of candidates that I feel where of the quality we are going to submit.

Also, other recruiters in your office may have candidates that are appropriate for your search assignment. In our office, it was a 75/25 split. If you were the search associate giving the split and another search associate or another recruiter in the office had the candidate, the one managing the process got 75%, the other one got 25%.

You can do whatever percentage you want, but it was not me that actually determined that this percentage was fair. It was my office on three separate occasions over ten years that led to that policy and it worked really well. People did it toward candidates but if every recruiter works everything, then you have multiple in your office calling the same candidate. When doing an ATS search, I see that there is a résumé and it is under Susan's name, I might say, "Susan, can you reach out to this candidate?" The candidate might be good for the search but she owns it. And we would just have one person go deep on the search. That way, we didn't create any competition so, other recruiters would submit it on that assignment also. However, they worked it through the "assigned" recruiting search associate.

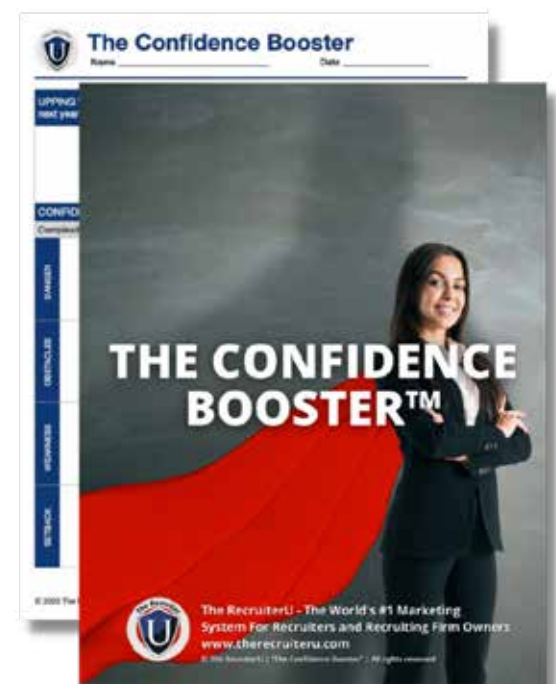


Will your existing organization and/or personal style allow you to implement any resolutions or changes that you would like to make in 2021?

Mike Gionta & his company, The RecruiterU are sought out by solo recruiters and recruiting firm owners who want more revenues, better clients, great recruiters, etc. The RecruiterU has custom programs for any type of owner who has the strong desire to build their business, but simply lacks the best strategies to get them there.

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





# Are You Burning A Bridge? Employers, I'm Talking To You!

By Chris Heinz

We've all heard the saying "don't burn a bridge when you resign from a job," right?

There have been many articles written about things to avoid so that you don't burn that bridge if YOU are the one leaving your current company, whether it be not giving proper notice, giving your notice and then using the rest of your PTO to burn through that time (effectively leaving them high and dry), recruiting other employees to your new company, stealing supplies to fill your new office, or causing a scene when you leave and creating a "TikTok moment."

There's another side to the bridge, though...

As an employer, you should be incredibly careful not to burn the bridge with your employees. It does not matter if they are leaving you or if you've asked them to depart. You should still be conscious of how you treat them. Remember that reputations, or in this case, your company's reputation, is at stake.

There are several important things to consider when separating from an employee:

## **Remember that they are human just like you**

We are not robots or forms of artificial intelligence (at least not that I know of). We are human beings. Understand if someone is resigning, many times it is difficult for them. They care about the people they are working with and they care about your company. On the flip side, if you are terminating them, that is incredibly difficult for them because rarely were they expecting it. Regardless of the situation, treat them with dignity and empathize with their situation. You know that is how you would want to be treated.

## **They might realize they've made a mistake**

If you follow the first tip of treating them how you'd want to be treated, there is a chance they may come back to you. The grass is not always greener on the other side. We just don't know that until we go look. Things may not work out with their new gig. In previous articles, I've discussed the "boomerang employee." If they are one you wish wouldn't have left (or one you wish you didn't have to let go), how you exit them out of the company will make a significant difference in the possibility they would even want to come back.

## **They have a virtual microphone and can do damage...or can sing your praises**

In the technological world that we live in, everyone has a virtual microphone. And, through social media, they can either say good things about you, or they can say very bad things about you. How you separate from them will go a long way in determining which message is spread.

In this same respect, if they are resigning from your company and you believe that it is purely an opportunistic move for their career, not that they think poorly of the company or the people they are leaving behind, ask them

to write a recommendation message about their time with the company. First, ask them to send it to you which will give you an opportunity to read it. If it is good, ask them if they would mind posting it on Indeed, Glassdoor, and/or Yelp. Those reviews are important for potential future employees. And, if it isn't good...well, thank them for writing it and ignore it.

### **Don't speak negatively about them**

I get it...you might be hurt that they are leaving. It may be putting you in a difficult position. Some of the team may have to work more in order for the needed work to get done. But, 5 minutes before they resigned, you probably thought they were a good-even great asset to your team. Just because they resign does not make them a good-for-nothing son of a beach (yes, play on words). Even if you are exiting them out doesn't mean they are a bad person (99% of the time). So, there is zero need to speak negatively about them to their peers or your fellow leaders. If you speak negatively about them to their peers, those very same people may wonder what you really think of them. It may give them thoughts that they should look around as well. You will gain absolutely NOTHING by talking negatively about them. All you will do if make yourself feel better for a fleeting moment.

### **Be professional and warm on their final days**

No, you don't have to throw a going-away party for every person who leaves you. But, if they are serving out their final days, be professional and nice to them. Not just because of the reasons mentioned above but because they are people.

Of course, if they were a truly valued employee who may have been with you for several years, consider having a luncheon or mini happy hour for them. We do this for people retiring from the company (and have limited reason to come back) but we don't think about this for those that could come back?

### **Show appreciation**

Speaking of those final days, make sure to let them know that you've appreciated the work that they've done for you. If possible highlight a couple of things that really stood out. You've kept them with you up to the point they resigned/you had to terminate, so they must have done some good things. You should be deliberate in showing your appreciation for them.

### **Follow up professionally post their departure**

After they've left your company, create a follow-up schedule so you can see how they are doing. Check in on their special occasions (birthdays, kid's birthdays, etc) as well as 30/60/90 days after they have left. These follow-ups may be the reason why they would either consider coming back to you, or whether they speak favorably about your company.

These are 7 simple things you can do to keep that bridge intact with those leaving your company. The golden rule of "treat people the way you'd want to be treated" is so vital to you. As an extreme example, you never know if you might need to reach out to that former employee to learn about an opportunity with the company where they landed!

Don't ever burn a bridge!

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.





# 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!

## Your Next Hire Should Be A Referral

by Barbara Bruno

One of the greatest challenges being faced by our clients, as well as ourselves is how to attract the best talent for open jobs. If you are doing a great job of engaging and retaining your current employees, over 40% of your new internal hires and placement | fills with clients should be referrals from your current employees and candidates. If that is not your reality, it may be time to upgrade or totally revamp your internal employee referral program.

As a leader, you must hire the best talent to achieve goals and objectives. You can customize your internal employee referral program around the information you are receiving during stay interviews which reveal the reasons that your employees enjoy working for you and your company.

Most of the people who work for you know other people who could become great employees. The difficult question is how do you encourage them to share the names of these contacts and friends?

Review the experience of the candidates interviewed who are hired by one of your clients. Then review the candidate experience of candidates you interview but do not place (95% of your candidate flow). If their experience is positive, they will see the benefit in providing you with referrals to top talent.

Unfortunately, more referral programs fail than succeed. Let's review the details of the most successful Employee Referral Programs.

### It's not only about the money.

The amount of money paid isn't the only contributing factor to the success of a referral program. Employees and candidates must clearly understand **what's in it for them** to participate. If they think they are referring their competition, you will receive no referrals.

### Program is managed by one specific person

The referral program should be delegated to and managed by one specific person. This person should survey employees and candidates to see what would motivate them to provide referrals of future employees.

### Easy to remember "theme"

The program should have a theme that is easy and memorable similar to "**Got Friends?**" Southwest airlines provided employees with a referral card that resembled a boarding pass. They promoted others to board Southwest as a new employee.

### Set clear guidelines and expectations.

Make sure employees and candidates understand the referral program's guidelines and expectations, including who is eligible to participate in the program and receive rewards for referrals.

1. Program was assigned to one person
2. Training was provided to employees
3. Metrics were tracked, and revisions were implemented
4. Strong level of recognition

### Give your internal employees what they need to refer.

Using employees to promote your company brand can be helpful especially when you have a referral-worthy culture. If your employees are engaged and happy, more than likely they know others who could also become engaged and retained.

Employees must be trained and informed to know how to ask for referrals and what type of employees need to be hired.

### Offer incentives that motivate

A study by **World at Work** found that 63% of companies offered some sort of referral bonus program. More importantly, 92% of those without a referral bonus program were looking at implementing a referral bonus program in 2022. That's a little more than 96% of all companies that either have a program or want one.

In the current candidate-drive market some companies have dramatically increase referral fees especially for hard-to-find talent. Most candidates you interview could provide you with names of candidates you could place but will not be motivated to provide you with names unless they understand the benefit to them.

### Establish Timing

Consider the timing of the reward as well. Most employers hinge payment on a referred hire's staying employed with the company for a set timeframe. Only 27% of employers offer a full reward immediately upon a referral's hire.

### Promote the Program

Your referral program should be an ongoing marketing campaign. Investing in marketing and communication plans for the program can increase the likelihood that employees and candidates will participate. Swag can also add to the enthusiasm level for your referral program.

### Hold Leaders and HR Accountable for Internal Referrals

One of the greatest complaints about internal employee referral programs is the lack of communication. The referring employee and the candidate should be kept informed about the status of the open job on pre-determine follow up dates.

Company leadership should be involved in the design of the program, should participate, and acknowledge the efforts of employees.

### Study Results and Provide Feedback

Each quarter the person in charge of your employee referral program should review what is working and what is not so adjustments can be implemented. Common metrics to review could include the following:

- The number of employees hired through referrals, compared to other methods.
- The number of candidates placed through referrals, compared to other methods
- The rate of employee participation.
- The retention of referred hires, compared to other sources.
- The performance of referred hires, compared to other sources.

A strong Employee Referral Program greatly improves your ability to place or hire the best talent for your clients as well as your internal team. It is worth your time to create, implement and continually improve.



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# MID SIZED RECRUITING Growing Companies STAFFING SMALL



## The Employment Picture

By Michael Neidle

It is easy to settle for average or below average these days as the US employee rate of some 3½% and there is a severe scarcity of qualified people in many occupations. Healthcare professionals rate is 0.3%, office managers are at 1.1%, high-tech is 1.3%, managerial jobs are at 1.4% and skilled tradesmen are 1.8%. Just think back in the last recession where the unemployment rate was as high as 10% and employers had the pick of the litter. Inflation is now rising 8+%/year due to a slew of factors, so people are naturally seeking higher salaries, which is rising 6% and this doesn't even make ends meet. To get ahead of the curve, people are changing jobs where the average increase of 16%.

I was originally going to write an article about hiring and only retaining the best staff, but that is a hard thing to do these days. I will therefore discuss how to deal with the employment picture during this rather odd period which is likely transitory, and employment will eventually cycle back to a buyers' market. But the first thing to do is to hold onto your staff if they are good but not great. As to replace them will not likely bring in better people but cost you a lot more for similar folk. And to get superior personnel will cost you a whole lot more right now. Think as the floor being the aforementioned 16% and if you are in tight markets and occupational areas this can cost you 20-25% more to replace those that have left, and superior people may cost you 30% more. So do what you can to keep your people in place with competitive salaries, perks, a positive and nurturing atmosphere, etc.

It is predicted that good economic times may not last very much longer. The supply chain, which was broken due to Covid, is worse these days due to the situation in China and Ukraine. Shortages, inflation, uncertain monetary and fiscal policies, political discord, etc. Many economist estimate there is a 50% chance of a recession next year, with the stock market down now over 25% from its peak and a return to slower growth and more balanced employment market where one can trim staff as needed but recognizing that even marginal performers can in many cases be salvaged.

Marginal performers are those who do not meeting expectations, not covering their cost, as a producer, or support people who are essential to the operations of the company. Here are some examples.

- A sale rep's contribution is relatively easy to calculate. That is the margin they generate: [sales \$, less cost of goods sold] / [their fully burdened compensation cost]. If this does not exceed 1.0, the company is generally better off without them, unless they are an essential part of the team and in that case their value becomes a more complicated situation to be factored in.
- For support people (non-revenue generating positions) this is more difficult to calculate but still has to be done. It includes: the time needed to source, interview, reference check and train a new person; plus, the intangibles: lost production during the transition, "chemistry" and fit with the team members, knowing where undocumented procedures and records are, etc. And there is still the question is what you got in return as to productivity, efficiency and intangibles was better then what you gave up in replaced the person you had.
-

- If a payroll person was terminated or quit and assuming their function was critical to the ongoing functioning of the company and payroll certainly needs to be processed. They would certainly have to be replaced either: by a system, another person, or an outside service. The relative cost of these options would need to be measured against the original person, including all of the above elements.
- The loss of an administrative assistant would result in either lower productivity as that person's boss would be doing that job as well as their own, or if replaced by another person or outside service, relative cost and productivity would have to be again weighed.

In summary, we are now in a tight employment period with lots of moving parts and unknowns. Wait things out and try to keep it together until the dust settles. Retain your people as best you can and provide them with the compensation, resources, intangibles, perks, an open-door policy, etc. But nevertheless, make the hard decisions that you know are right after considering the consequences.



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

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# Does Coffee Really Make You Most Productive?

By Alex Neag

In the 21st century, few people could imagine starting a day without a cup of coffee. Ever since it's been discovered in the 1600s, it's become the infatuation drink of the West, and today America drinks on average 400 million cups a day.

When we say coffee, we usually think of the magical brew that makes us more vibrant, energized and productive at work. But is that actually true, or is coffee mankind's most effective placebo? The following study from international communications provider Tollfree Forwarding might just tell us the answer.

### The best times to drink coffee

The human body produces cortisol which naturally "caffeinates" us. The peak times for cortisol production are in the early morning around 7-8 a.m., at midday around 12, and in the evening. Drinking coffee around the peak times of cortisol release actually diminishes the effects of coffee and builds a greater tolerance to it. The more tolerance you have, the smaller the duration of the wide-awake state is.

***Best times to drink coffee:***

***Between 9:30 and 11:30 A.M***

***After lunch, between 1:30 P.M and 5 P.M.***

### The tasks that will benefit most from coffee

While coffee is a powerful stimulant, it's commonly mistaken for a creativity booster. Studies have actually found that caffeine doesn't benefit creative work that requires a lot of thinking and concentration. If you truly want to reap the rewards of the high-caffeine state, you need to get started with a repetitive, more mindless job first.

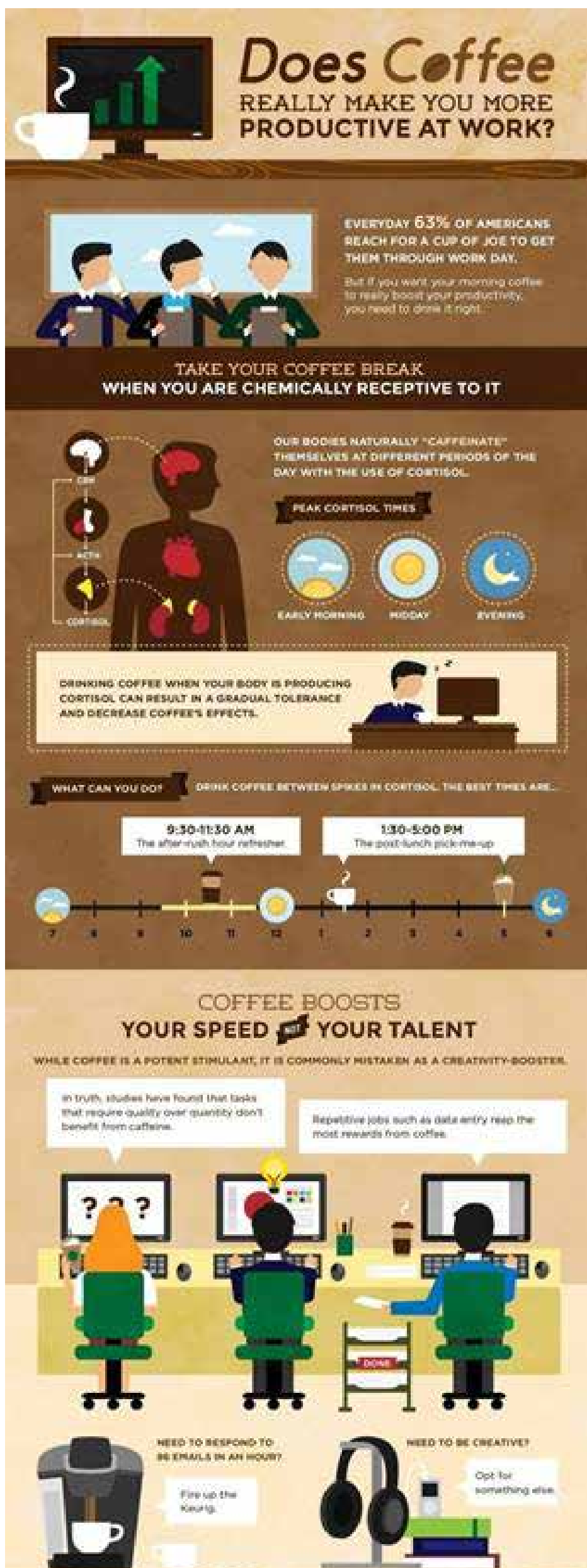
### How to make the caffeine effect last

It's no surprise that the more coffee you drink, the more tolerance to it you build, which in the long-term will make the caffeine effect last less time. This is also true for people who smoke regularly. On average, it takes between 15 to 45 minutes for the coffee to kick in. The half-life of its effect is roughly 5.5 hours. However, an individual's lifestyle contributes significantly to it. Women using birth control or only drinking rarely have coffee will benefit from a much stronger and long-lasting effect.

### Beware the headaches

Some of the times when coffee certainly makes one unproductive is when the coffee-withdrawal headache appears. Particularly long-term coffee drinkers can experience these when their favorite brew is taken away. To prepare for such (hopefully rare) occasions, make sure you drink a lot of water, have some peppermint candies on hand, or take a ginseng pill.





How to keep the productivity feel going

Another way to make yourself feel awake and energized even when the caffeine effects have worn out is by eating grapefruits or having small amounts of sugar and healthy fats. It's also worth remembering that smaller, yet more frequent doses of caffeine are much more effective than single large doses – so try swapping those extra-large lattes for some americanos sometimes!

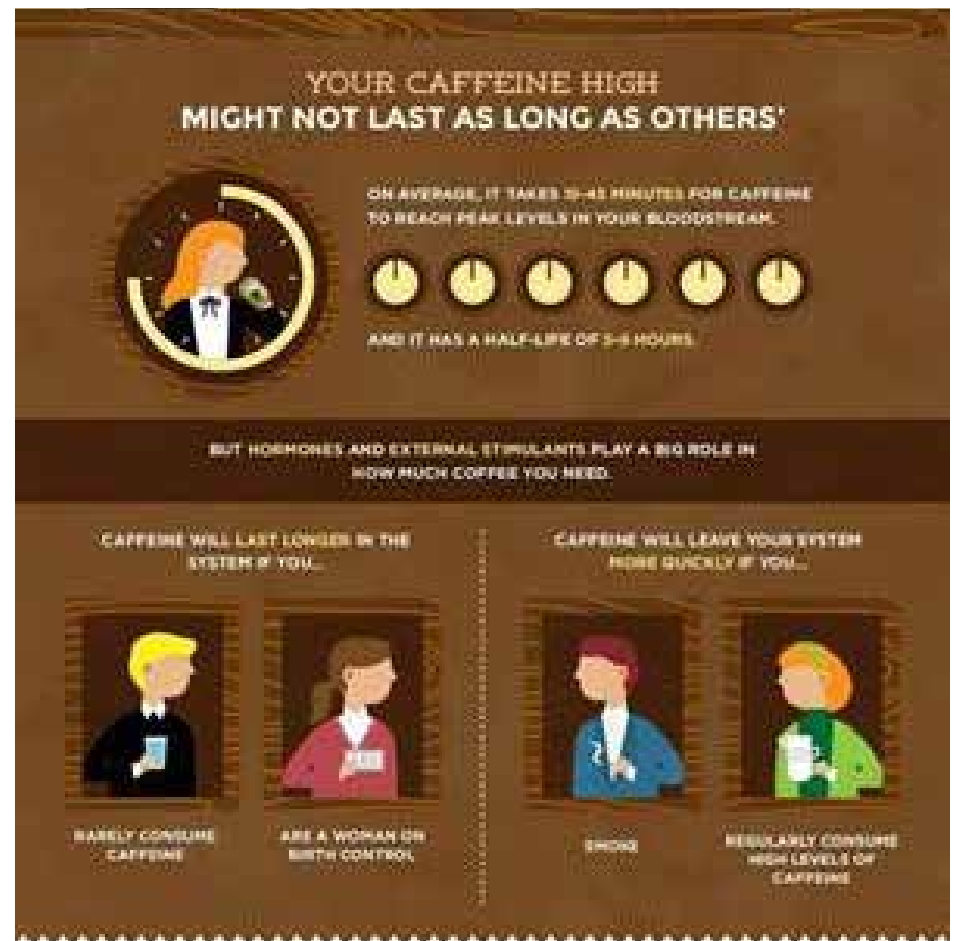
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## 9 IT STAFFING TRENDS IN 2022

The demand for skilled IT employees has led to a slew of new trends in recruiting. Here are nine trends we are seeing in the IT industry.

### 1 An Influx of Cybersecurity Positions

Cybersecurity threats are a major concern for businesses right now. Interested IT candidates should dive into areas including manufacturing and defense, finance, insurance, computer software, and network safety.

### 7 Emphasis on Diversity and Inclusion

Diverse teams create innovation and efficiency opportunities. A 2019 Glassdoor survey found that 55% of employees think that their companies could stand for some improvement in the diversity and inclusion area.

### 2 Greater Focus on AI

Artificial intelligence allows employers to examine larger candidate pools and complete tasks more quickly. This has encouraged many companies to begin making plans for an AI department. Interested IT candidates should look into the fundamentals of AI and consider educational opportunities.

### 8 Project-Based Hiring

Many companies are endorsing project-by-project-based hiring systems. Contracted employment provides companies with greater flexibility and adaptability. If companies do not have the full skillsets required to complete a new project, contracted employees are often hired to fill the gaps.

### 3 Utilizing Natural Language Processing

NLP is concerned with the interactions between human language and computers. This field is quickly evolving as a critical component to managing and analyzing data rapidly and efficiently.

### 9 Company Culture

No matter the decade, one thing never changes: the importance of company culture. Companies are more likely to hire individuals whose mindset aligns with the organization's mission.

[www.judge.com](http://www.judge.com)

### 4 Recruitment Based on Soft Skills

Organizations interested in long-term success seek candidates who have a positive attitude and work ethic as well as possess problem-solving, time management, and critical thinking skills. Demonstrating exceptional soft skills will set you apart from the competition for positions.

### 5 Social Media Savvy Personnel

Social media has become a powerful recruiting tool. Recruiters will continue to leverage platforms (particularly LinkedIn) to expand their reach. Meanwhile, employees who understand how to leverage social media will be more attractive moving forward.

### 6 A Rise in Internal Hiring

Thanks to the current job climate, many employers have prioritized promotions and internal hiring practices. IT employees should focus on becoming departmental problem solvers. If appropriate, they should also express explicit interest in climbing the organizational ladder.



## AHA REPORT HELPS HOSPITAL AND HEALTH SYSTEM LEADERS ADDRESS WORKFORCE CHALLENGES

*First of three-part series focuses on well-being, behavioral health and violence prevention*

The American Hospital Association (AHA) today released Strengthening the Health Care Workforce, the first of a three-part series to help hospital and health system leaders develop immediate, near- and long-term workforce strategies providing key considerations and questions to drive action, as well as resources and case studies. The report is informed by work from an AHA board-appointed taskforce, charged with identifying and activating efforts to rescue our current workforce and assure the future supply of needed health care professionals.

"America's health care workforce is the heart of health care," said Rick Pollack, AHA president and CEO. "The AHA has sounded the alarm repeatedly that our workforce is in crisis, and the national emergency demands immediate attention from health care leaders and policymakers at every level of government. As part of our ongoing efforts to support the field, we have developed this new guide with strategies and resources that can help hospital and health system leaders navigate these complex challenges."

"Despite the most trying of circumstances, our health care workforce continues to give of themselves to offer healing and consolation, night and day, day-in and day-out," said Ron Werft, president and CEO of Cottage Health and chair of the AHA Task Force on Workforce. "There is no higher priority than ensuring that we care for the caregiver, that we make our working environment safe and that we foster the ability for individuals to have joy in their work."

Hospitals and health systems across the country are stepping up to tackle the complex issues driving the nation's workforce emergency as the COVID-19 pandemic has stretched the resilience of the health care workforce to the brink. Various reports find stress, trauma, burnout and behavioral health disorders among our caregivers are at historic levels. In addition, workforce shortages combined with an aging population, a rise in chronic diseases and increasing rates of behavioral health conditions all contribute to a national emergency that demands immediate attention and action.

Learn more about AHA's workforce resources by visiting [www.aha.org/workforce](http://www.aha.org/workforce).

About the American Hospital Association

The American Hospital Association (AHA) is a not-for-profit association of health care provider organizations and individuals that are committed to the health improvement of their communities. The AHA advocates on behalf of our nearly 5,000 member hospitals, health systems and other health care organizations, our clinician partners – including more than 270,000 affiliated physicians, 2 million nurses and other caregivers – and the 43,000 health care leaders who belong to our professional membership groups. Founded in 1898, the AHA provides insight and education for health care leaders and is a source of information on health care issues and trends. For more information, visit the AHA website at [www.aha.org](http://www.aha.org).

## FlexJobs Names Hottest Opportunities in the Remote Freelance Job Marketplace

*Career service identifies top career categories, staffing companies, and job titles for freelancers*

According to recent reports, it's estimated there will be 90 million freelancers in the U.S. by 2028, making up more than half of the entire workforce. To provide additional context about job opportunities for freelancers, FlexJobs has assessed the remote freelance job market based on data between January 1, 2022, and May 31, 2022.

Specifically, the remote job service has analyzed more than fifty career categories to determine which ten career categories have the most number of remote freelance positions; the top ten staffing companies that have been hiring for remote freelance positions; and the top ten remote freelance job titles companies have recruited for during the first five months of 2022.

"Whether you want to trial a new career, work more autonomously, or pursue a passion project, freelancing can provide the ultimate in career independence and work flexibility," said Sara Sutton, Founder and CEO of FlexJobs. "As our latest research indicates, plenty of companies are turning to remote freelance talent and creating more opportunities than

ever before for today's job seekers. We hope these lists of resources help connect both new and seasoned freelancers to the wide variety of remote jobs available," Sutton concluded.

The ten career categories below are ordered from highest to lowest in terms of having the most number of remote freelance positions available to job seekers so far (January 1st to May 31st) in 2022.

- Accounting & Finance
- Administrative
- Computer & IT
- HR & Recruiting
- Bookkeeping
- Customer Service
- Writing
- Virtual Admin
- Project Management
- Marketing

The top ten staffing companies with the most remote freelance job listings so far in 2022:

- Robert Half International
- Kforce
- LHH - Lee Hecht Harrison
- Kelly
- Randstad
- Beacon Hill Staffing Group
- MATRIX Resources
- iMPact Business Group
- Solomon Page
- 24 Seven Talent

The top ten remote job titles for remote freelance jobs in 2022:

- Executive Assistant
- Recruiter
- Customer Service Representative
- Accountant
- Administrative Assistant
- Bookkeeper
- Graphic Designer
- Copywriter
- Social Media Manager
- Project Manager

FlexJobs has also compiled the most popular tools across eight categories for the freelancer's home office. Among the numerous creative tools and solutions marketed to freelancers, the solutions in the categories below are generally considered the essentials for a smooth business operation.

Billing and accounting software

Social media management

Cloud storage

Task management and to-do lists

- Backup solutions
- Online collaboration and presentation tools
- Relationship management solutions
- Time-tracking apps

For more information, please visit <https://www.flexjobs.com/blog/post/hottest-freelance-job-opportunities-for-remote-work> or contact Kathy Gardner at [kgardner@flexjobs.com](mailto:kgardner@flexjobs.com).



# Letter From The Editor



Borrowing Michael Neidle's words from his article in this issue, it is a rather odd time. High gas prices yet millions are on the road traveling and/or vacationing because this time last year, we were still in that unknown period of COVID and whether or not your friends and family members were all vaccinated.

So how is this summer impacting the staffing industry? Good staff is still in short supply. For whatever reasons, finding quality candidates and filling positions regardless of whether or not they are permanent or contract workers is still a challenge for the best! What method of finding the candidate for the position is working the best? The answers we hear vary greatly.

Content marketing to draw attention to both candidates and clients is key in today's world. Mandy Wittschen explains in her article, *What's an Employment Brand* and how to create a strong one.

Terri Roeslmeier also covers Social Media and how best to become a prominent player by increasing engagement. No matter how you look at it some people are born players while others struggle with creating the attractive content needed to draw in GOOD influencers and traffic.

We've all heard about the great resignation, but Chris Heinz's writes on the importance of not burning the bridge in his article. He gives some well thought advice on what not to do.

As we celebrate this country's independence day, take a pause... And reflect on all the good we have here in the U.S.A. Recognize all those who have given their lives to service and public service to keep the freedoms we all enjoy. Tune out the negative and celebrate what you have!

Happy 4th and happy recruiting....

*Pat Turner*

## Don't miss out!

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