

## 10 Tips to Get Your Candidate



Why is Staffing Software Training Important?

Who's responsible for workplace safety & health of temp workers?

Create A Motivating Environment For Your Sales Team

How to Stay Agile in Your Recruitment Content Strategy

*Check out the members page*



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# DID YOU KNOW?

- \* It is important to teach people how to use the tools that they require to get their jobs done. It is an investment in the people that will carry the company to success. pg 5
- \* Located at the USDL website (<https://www.bls.gov/ncs/>), the National Compensation Survey provides current and historical information on salary trends across the country, broken down into career fields and occupations. BLS statisticians and economists regularly contribute data and report to this website that employers can use in setting salaries and candidate and students can examine to determining the competitiveness of specific job offers. pg 7
- \* The United States National Institute for Occupational Safety and Health in conjunction with the American Staffing Association and other partners share that **host employers should have a best practices checklist for evaluating and contracting to work with temporary employees.** pg 8
- \* We call this Flawless Execution, and it is just one of the nine key drivers of building a successful recruiting business. Get a complete audit of your business with the Recruiting Firm Optimizer Model – the process that turns your business into a scalable revenue-generating machine. pg 11
- \* Ask all of the questions so that you are systematic in your approach. This holds true when you are in-taking the info on the position when talking to the hiring managers, and well as when you are interviewing the prospective candidates. pg 17



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# Why is Staffing Software Training Important?

By Terri Roeslmeier

Hiring good people for your organization is a challenge, but training is an even greater endeavor. When a new person comes on board they have to learn your culture, processes and procedures and software. Culture is fairly easy because much of the culture, unlike anything else, can be picked up by osmosis. Everything else has to be taught and learned. This is especially true for the staffing software your organization uses.

## Training is For Everybody

It is important to keep in mind that *training is not only for new people*. Refresher training for long-term employees enforces processes that were taught years ago and allows for new processes to be filtered into the environment. Fresh approaches can significantly contribute to the long-term success of a company. Companies must be careful not to get into “we’ve always done it this way mode”. *Our world changes daily and every company must be prepared to deal with new trends and developments*. Those that do not will ultimately fail.

## Training is Important for Every Team Member

When we hire, we want to get new people up and going as soon as possible, so we often skimp on training. For long-term employees, no one ever has time to create new processes much less do refresher training for reinforcement. This approach hurts companies nationally every day. Companies would be so much more successful if they took a step back to assess and take action through proper learning. Crash courses are exactly that. They get you through so that you can proceed but things are never quite right.

## Lack of Training Leads to Frustration

At ABD, we see desperate people trying to get their jobs done, but are frustrated because no one really trained them on how to use the [staffing software](#). They came in new, and someone that was leaving showed them a few things to get by. We find some people doing things manually that are available at the press of a button. Lack of training is extremely costly. Besides unnecessary manual labor, there are countless costly mistakes that need to be corrected. This is not to mention the time element. Labor is expensive so employees need to be as productive as possible on the job.

Training is a nationally serious issue. This is true in all industries. People are semi-trained by people who are leaving the company or by their cubicle partner. Both are inadequate means of training. Training should be done by a training professional. This can be a designated internal trainer or an outside professional. It is important to teach people how to use the tools that they require to get their jobs done. It is an investment in the people that will carry the company to success.

## How Do Companies Keep Their Employees Trained?

The majority of training falls shy of ongoing training of new employees that were not at the company when everyone else was trained. When you have a non-professional person training, they will usually teach a few tricks of the trade to get the new person started on the company’s staffing software. One cannot expect that the quality and material level covered will be as if the employee were professionally trained. In other words, there will be a lot skipped. Imagine what happens when the new employee trains another new employee and so forth. Yet, this is typical.

## Training is an Ongoing Process

Another area of interest is training of existing employees on extended features or reinforcement of original training. When one sits in a training class on for example new software, there is a lot thrown at the individual. Even with the strictest attention, statistics show that only 40 to 60% of what was learned will be absorbed.



Simply put, there is a lot that the student will not remember. They may figure out some of these items while on the job, but others will be lost. This is why training for extended features and/or advanced classes is highly recommended. In addition, after using the system for a while, the employee can ask more intelligent questions. Usually, in the initial class, they are not sure what to ask. After an advanced class, to reinforce and learn new extended features, employees always come away more productive and can add more value to the organization.

## Training Is An Investment In The Company

By training employees how to use the staffing software, an organization will be more productive, adjust to new trends and business environmental issues and perhaps be able to promote long-term employee retention. Training is a win-win. Employees enjoy learning new things to help them do their job better. It is also a statement that the company supports the employee and wants the employee to succeed. True, training is an expense, but it has been proven that it greatly offsets the cost of poor training. Training can make a difference.

## Training Must be Planned

I could also get rich on nickels from, "Someday we are going to come up for more training, but now we're too busy." The fact is everyone is always busy even when it's not busy. When times are good, we are busy getting business done. When times are bad, we are busy trying to get business. There is never going to be a time (or should never be a time), that we say, "We're not going to be doing anything, so let's get some training." This is why we all need a plan for this.

## How Do We Structure A Plan?

The plan needs to include new employees as well as employees that have been with the company for a while. It's good to base the plan on your business processes (hopefully these are written up). Basically, all you need is a list of what you would like each type of employee to learn. This could include culture, processes and procedures, phone system, software, etc.

For new employees, it's simple. When they start, you take a few days aside to train them before they do any "real work". For existing employees, you will probably have to schedule. The schedule can be flexible. You may have certain times of the year that are better than others. If this is not the case, you will probably have to pick some time that this will happen. The important thing is that once you pick, stay with the program. There is nothing more disheartening than looking forward to an event that is canceled.

## For Successful Training Of All Employees, Make It A Firm Priority

Take note, that for existing employees, [staffing software](#) training does not always have to be a formal class. Everyone else is too busy. Sometimes all training takes is a time investment. At Automated Business Designs, we can help you manage the implementation and training of staffing software with [Ultra-Staff Edge](#).



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

EMinfo Reader: I get an occasional inquiry from candidates about the going salaries for their occupational specialty? Where might I refer them?

Dr. Burtnekt: While salaries can be influenced by a variety of factors (i.e., location, work experience, etc.), my "go to" source is the National of the U.S. Department of Labor's Bureau of Labor Statistics (BLS).

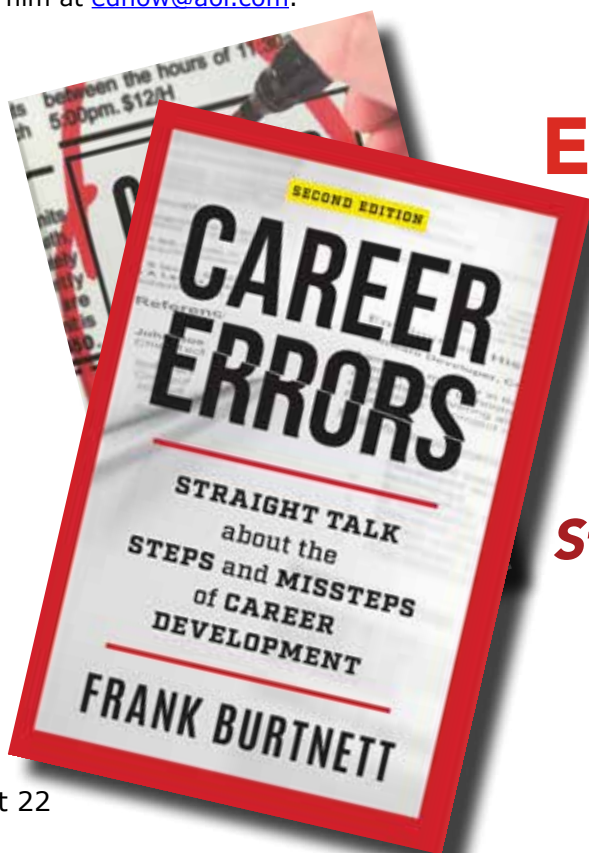
Located at the USDL website (<https://www.bls.gov/ncs/>), the National Compensation Survey provides current and historical information on salary trends across the country, broken down into career fields and occupations. BLS statisticians and economists regularly contribute data and report to this website that employers can use in setting salaries and candidate and students can examine to determining the competitiveness of specific job offers.

Much of this information is formatted as easy-to-use NCS Fact Sheets that are available at their website. Following the government information thread, a number of labor departments at the state level collect and disseminate salary information to help job seekers and changers. Google them at your state capital.

In addition, should candidates be members of their occupational or trade organization, they will often find that these organizations provide salary studies and similar information for their discipline. Copies of the Encyclopedia of Associations: National Organizations in the US, published by Gale Research, are often in found in larger community and college libraries and contain information on more than 23,000 occupational and business, and trade organizations.

Finally, sometimes that best and most current salary information and trends can be garnered from personal and professional interaction with full-fledged members of the workforce and by monitoring job site listings, social media and other electronic libraries.

Keep your ears open and your human antenna extended!



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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.





# Who's responsible for the workplace safety and health of temporary workers? The client or the staffing agency?

By Lynn Connor



Actually both are, but there is a new initiative sharing [best practices to better protect temporary employees](#) while they are on the job. **Host employers** (the client where the employee is working) **are provided with best practices** for "evaluating and addressing workplace safety and health in a written contract; training for temporary workers and their worksite supervisors; and for reporting, response and record keeping for injuries and illness."

The United States National Institute for Occupational Safety and Health in conjunction with the American Staffing Association and other partners share that **host employers should have a best practices checklist for evaluating and contracting to work with temporary employees.**

For **evaluation of temporary workers** and their chosen staffing agency, **host employers:**

- are responsible for the health and safety of both their permanent and temporary employees.
- should conduct a joint risk assessment with the staffing agency to review tasks assigned, job descriptions, potential exposures, job hazards, equipment and machinery and worksites.
- should share safety data, materials and information with the staffing agency to ensure they can evaluate the safety of the worksite for their temporary employees.
- should allow site visits where the staffing agency can visit and walk through the host employers worksites.
- should make sure the staffing agency they work with is committed to the safety and health of their temporary employees, the should create a process to evaluate job candidates' qualifications and/or experience for each job assignment and that general safety and health training is provided to temporary employees before beginning work at each job assignment.

Regarding the **host employers best practices for utilizing temporary workers within their firm, written contracts** signed by the host employer and staffing company **should include the following details:**

- job details with approved tasks and qualifications, any hazardous tasks employees should NOT perform and any equipment and/or machinery they are NOT allowed to operate along with the needed qualifications/experience the employee should have to perform the job.
- hazards and controls for the temporary employees assigned to work including safety data sheets.
- the training each employee will receive from each employer prior to starting work
- the type of PPE equipment that will be needed and which employer will pay for it, ensure it fits, who handles the medical evaluation and fit test and trains each employee on the use and maintenance of their equipment.
- the documentation that the staffing agency will provide to the host employer for each temporary employee's specific qualifications/experience relevant to the tasks needed and at what intervals the host employer and staffing agency will review work and sites to ensure there are no safety hazards, and to update training and PPE for employees on a continual basis.
- how the host employer will update job task changes to include new written job descriptions to the employee and agency with job hazard updates to the agency, update training/PPE while allowing the agency time to evaluate the site and ability of employees to take on new



tasks with the agency giving written approval before employees begin new tasks.

- how the host employer will communicate any changing hazards in writing to the staffing agency during the contract and procedures for documentation of safety and health training provided to employees by both employers and that the host employer will notify the agency if under OSHA investigation and why.
- Injury and illness reporting such as procedures for workers to report work-related injuries, illness and close calls, how to share safety and health concerns to both the host employer and staffing agency without fear and how each employer will notify each other after any of these items takes place and who will share these records when requested by a temporary employee.
- Other aspects of safety and health to review include which employer is the direct supervisor, how an employee can be mentored, trained and reviewed, who pays for worker's compensation, how the two firms will protect employees from infectious diseases (same as permanent employees), and the host employer is to conduct medical surveillance and screening of employees if exposed to conditions and share said information with the staffing agency and temporary employees. Secure sites will have a protocol for temporary employees and staffing agencies to gain access, including personal security. Standard and consistent work practices will be documented, taught and enforced and tracking effectiveness of all policies will be in place.

In addition to the above best practices in evaluating temporary workers and writing contracts with the staffing agency chosen to work with, **host employers**

**should also provide temporary worker training and supervisor training.** Further, **injury and illness reporting, response and record keeping details and requirements are outlined by the CDC in this set of new best practices** to better protect temporary workers.

The CDC shares that "additional information and resources regarding the joint safety and health responsibilities of host employers and staffing companies can be found on the [OSHA Temporary Worker Initiative website.](#)"

Also, note that these best practices are applicable across all industries and occupations. Real-life scenarios of how host employers can implement best practices and checklists are available to be printed or completed electronically. A slide deck is also available for staffing firms to use to educate their clients (host employers) on best practices and can learn more through the [ASA Safety Matters](#) web page.

Staffing agencies have quite a lot of paperwork and onboarding requirements to comply with for all of their temporary job candidates. [Electronic employee onboarding](#) saves time and frees resources for your other priorities and typically lowers the cost of bringing on someone new. Workplace safety and health information can be customized for your staffing agency to share with each new temporary worker. Contact [COATS Staffing Software](#) to learn more about our employee onboarding software solution today.



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# ASK COACH

## Mike

Michael Gionta

QUESTION: Mike, this year has been tough. More and more candidates are either turning down offers or taking counteroffers. Any quick tips, scripts, or methods to decrease the number of counteroffers that fall off? Liz – Wisconsin.



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.

Yes.

### Control the Process

Generally, when I find people with a high number of turndowns or counteroffers, they lack a distinct candidate process, from the time they have the initial conversation with a candidate until they ultimately close them.

Many recruiters' closing method primarily revolves around prayer. I make the offer, cross my fingers, pray to my God, and hope the placement comes together. It works sometimes. That is what your clients do. Similarly, most clients do not have a process for acceptance.

I found psychologically, you want to make the candidate very comfortable being open with you. You want the candidate to feel confident when they tell you, "No, I do not want to go on the next interview," or "no, I do not want the offer." All we are looking for as recruiters are defined decisions. If we are too pushy or persuasive, they will not share the amount of information or the depth of it that we need to close the deal.

### Ask the Tough Questions

Do you have an aggressive list where the candidate feels dissatisfied with their current job?

The following is my colleague Peter Leffkowitz's question:

"There is no such thing as a perfect company or a perfect opportunity, Mr. or Ms. Candidate. If you had to define some minor imperfections of your current assignment, what would some of those be?"

In the absence of those answers, it is difficult to close the candidate in the end. As we all know, it becomes very emotional at the end of the process. Fear and scarcity creep in, and the candidate thinks the devil I know is better than the one I do not.

### Step By Step

So, first, I want to get crystal clear on those minor imperfections and their impact on the candidate.

Second, I want to find out what they enjoy about their current company, culture, and the opportunity.

And third, I need to constantly remind the candidate of the gaps between their current situation and the ideal.

### Scripting Examples

As we go through the interview process, I would say:

Candidate, you just talked about a job, and one of the things you were looking for was a more advanced product set. You wanted to limit travel to one overnight per week because you are doing four now. From a lifestyle perspective, you wanted this, this, this, and this. These are the things that are irritating you. Where did you see solutions or how this would fix those career problems in the interview?

I do not want to sell the candidate; I want the candidates to sell themselves. I need to lean on those answers as I go through the process. If you have a process, I have all that information. I have taken detailed notes on it. At the same time, I am constantly checking in with them on compensation. My strategy was never to have an offer made that I knew would not be accepted.





You want to be testing a candidate throughout the process. It might sound something like this:

Where does this rank?

It is in my top three.

So then it is third.

I did not say that.

Yes, you did. If it were number one, you would say it was number one. If it were second, you would say it was in the top two. I am entirely okay with it being third. Is there anything my client can do or any answers you could hear from this opportunity to vault it to number one? If so, what are they?

Again, maintain that neutrality so the candidate can be honest with you.

I have got to fill the job. If it is not with you, it is with someone else, and I am not even sure they would offer you the job. I want to know where you stand because at the end of the process, as we talked about when I first took the datasheet, we will come together on a number and a date, and if you cannot commit to that, that is a hard no.

In Sum

It is all about those expectations. This topic takes a few hours to train in detail, but when you do all those things the right way, they cannot say, "no, I will take a counteroffer." Throughout the process, you set the expectation that they can say no at any point in time, but the second they say yes, they are committed to the offer. Still, having trouble with candidate preparation, debriefs, and closing techniques? We call this Flawless Execution, and it is just one of the nine key drivers of building a successful recruiting business. Get a complete audit of your business with the Recruiting Firm Optimizer Model – the process that turns your business into a scalable revenue-generating machine. [Sign up here for instant access to our Firm Optimizer Mini Class.](#) It's free!

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

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

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

3. Join me at our next event

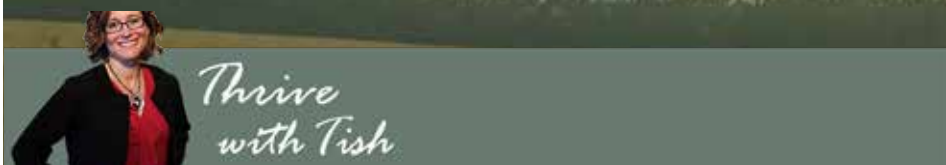
3x a year, I run a 3-day virtual intensive, sharing the 9 key areas that drive a 7-figure search firm. Click here to check out the dates of our upcoming event: <https://get.therecruiteru.com/emerge>

4. Work with me and my team privately

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

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# JUST ASK Judy



**Dear Just Ask Judy:**

"I have a client that is asking about Credit Card (CC) payments. Do you have a way that I can offer this benefit to my client?" ... **Need Payment in Charlotte**

**Dear Need Payment in Charlotte:**

My dad used to say that a deal is never done until you get paid. So how do you make it easier for your customers to pay you? Simply provide the option that best suits their needs to facilitate a transaction conveniently and securely. Accepting credit and debit cards as a form of payment is a great alternative to being paid by check or ACH.

In the current economic climate, you may want to have the ability to charge your client and receive payment quickly, instead of waiting for a check to be mailed. This could be a real benefit if you have any doubts about your client's ability to pay. You may also wish to offer your clients a cash option at a lower price or a CC option with a small processing fee.

Now, the next question is where do I start? You need to connect with a payment processing provider. By providing a few documents detailing your business history and by providing information about your client, your account can be approved with a merchant ID to accept payments. Next, you would want to determine how to collect funds with a checkout page or pay portal. The payment processing provider can assist with providing the right tools to accept the payments in the method you and your client agree upon. I spoke to Brent Winter with [Nuvei Commerce](https://www.nuvei.com). Nuvei can provide these services to help you with your client's request! If you would like to explore payment options, please contact [brent.winter@nuvei.com](mailto:brent.winter@nuvei.com).

I hope this helps answer your question!

*Judy*

Please submit your questions to **Just Ask Judy** at [judycollinsstaffingresources@gmail.com](mailto:judycollinsstaffingresources@gmail.com)

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# Owner's Outlook

## Create A Motivating Environment For Your Sales Team

by Barbara Bruno



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!

It is not the leader who works the hardest or the longest that is the most successful. It is the leader who develops consistent habits to build a team of high achievers who is most successful. It's critical to your success to learn to effectively build a sales team who will generate profits for your company.

People do things for their own reasons, not yours. It is impossible to motivate an individual who does not want to be motivated. If team members hit their goals, what will that provide for the people they love and for themselves? If you want someone to set and attain higher goals and achieve greater success, it must impact them personally. If attaining goals means they can buy their dream house, a new car, or financing their children's education, it become the means to that end.

Most sales teams are motivated by instant gratification. They can earn thousands of dollars from their production, but if you offer to pay for lunch or give them the afternoon off, it's amazing the extra effort that will be put forth.

You may want to achieve a record year for your company with increased revenues of 30%. However, you can't assume your entire team is going to pay the price to increase their results by 30%. Review the goals of your current team members. You may have employees who are 100% satisfied with their current production and income. To achieve your goals, you now know you must add additional members to your team.

If you have individuals on your sales team who are working to only pay bills, have them identify something small they will do for themselves when they hit their goal. Self-gratification is a great motivator. The following are nine additional ways to create a motivating environment:

1. Have automated systems, processes, or campaigns in place that touch your current clients and prospects on a monthly or bimonthly basis. You might want to learn how to set up autoresponders to your database.
2. Reward effort especially if you've implemented a new process or change. When you reward the employee who embraces the process or change, it motivates others.
3. Create contests that can be won by everyone in the office, not just your top salesperson. Consider the tenure, skill set, and abilities of each team member.
4. Make kick-off meetings fun and interactive. Have different members of your sales team run the kick-off meetings to enhance participation.
5. Offer sales, negotiating, and closing training on a consistent basis.
6. Individualize contests whenever possible, to ensure the same person doesn't always win.
7. Only request reports that you plan to read and provide feedback. Salespeople are often not detailed oriented. Unnecessary paperwork and reports could have a negative impact on sales.
8. Provide group rewards when goals are achieved to help motivate all team members.
9. Bonus your sales support team so they see the value in achieving more.

If you want your team to take their goals seriously, tie in a consequence if they do not hit their goals. What does it cost them? What do they give up? Announce the goals and consequences at the beginning of each month and trust me; your sales team will hold each other accountable.

When my training company does not hit a goal, I will give up eating Chinese food. It may

sound simple, buy my sales team would order in Chinese food at least twice each week, the entire following month. Believe me, we never had two consecutive months where goals were not achieved. The consequence should be something that the person enjoys which will motivate them to achieve future goals set.

Also, create an environment in your business where failure is not fatal. You don't judge a person's level of success by the number of their successes, but rather on the failures they overcome. Successful people fail more because they try more. When you hire over-achievers, they will want to try more, be more creative, and will make mistakes. If your employees are empowered to make decisions and mistakes, you will benefit by increased profits for your company.

It's important to know each of your employee's needs. For the first time in history, we are now employing four different generations in one office. Motivational factors are very different for your employees who are Millennials or Gen Z versus a Baby Boomer. To create a motivating environment, identify their needs along with their business, personal, and educational goals.

Recognize and applaud achievements and efforts. There is tremendous competition for all products and services. Sales professionals are under pressure to achieve their goals. However, if your top producers or super stars win all the contests and bonuses that will demotivate the other members of your sales team.

Recognize and applaud outstanding efforts and small wins. It could be something as simple as a great prospecting call, obtaining the first order from a new client or mentoring a newer member of your sales team. You might consider having gift cards in your desk that you could present to individuals who are putting forth great efforts.

I often purchase gift cards or certificates that can be enjoyed by my salesperson's entire family. Examples could include: 4 tickets to a local theatre, miniature golf, or a gift certificate to a local restaurant. Often your salespeople make calls after hours or travel for business, which takes time away from their family. Providing rewards that their family can enjoy is a great way to motivate your employees, by also rewarding their family members.

Most companies hire Type A, assertive, ambitious over-achievers to join their sales team. It's no wonder there can be storms when these individuals are competing on a regular basis and often are dependent on each other to assist in their success. When storms occur and issues are on the table, it is important that you solve them in a consistent manner. It's easy to want to side with a tenured over-achiever, but you must review both sides of the issue before making your decisions.

Implement ideas shared and you will motivate your sales team!



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# MID SIZED Growing Companies STAFFING RECRUITING SMALL



## Crime and Punishment

By Michael Neidle

Crime and Punishment is a novel by Dostoevsky but has a message for today. The focus of the story is about someone who convinces himself that with his ill-gotten gains, he could liberate himself and go on to perform great deeds and deludes himself that his crimes were justifiable if they are committed in order to remove obstacles for the greater good, this as he is an "extraordinary man". Later on, as a result of his crime he finds himself among other things, racked with confusion, paranoia, a sense of self-confidence and self-delusion. His sense of justification loses all its power as he is confronted with the consequences of his deed. Let's see how this plays out in today's real-life events, one international, one national and one in business.

The international one is of Putin, convincing himself that conquering Ukraine is a good thing for Russia, the people of Ukraine (who are really Russian in his mind) and of course himself. Of course, the end of this saga is far from complete, as of now the following are self-evident: Putin himself has become a pariah in the world, their vaunted military has been humiliated on the battlefield, NATO has become stronger with Sweden and Finland joining the alliance and doubling the border with Russia whose economy is in ruins, there is a real possibility of a much wider war, and of course their aim of a swift victory and being seen as liberators has proved to be insane. This was a delusional dictator who was proven to be the classical emperor without clothes. The crime was indisputable, while the ramifications and punishment are yet of an unknown magnitude.

Domestically, we are seeing the US, once a beacon of hope for others with a common bond of a democracy, now on the verge of being ripped apart if things continue to unravel as the rule of law is now being tested as few times before. As it was stated many times "everyone is entitled to their own views, but not entitled to their own facts". Evolution is a fact not an opinion. And the earth surely revolves around the sun and is round, not flat. These facts were not always known and even today not they are not believed by many people, some of whom are educated. Facts will never be self-evident by willfully ignorant people in order to bolster their beliefs. That the Flat Earth Society exists is a fact but is nevertheless based on a fiction. And facts are not true when they are made up to bolster someone's opinion. The Earth is not flat, but one must accept that as a fact to become member of this organization. To continue with this allegory, we can't ignore the obvious elephant in the room in our current events. Only the scope of today's likely crime and its wide-ranging ramifications are to be determined, as well as the punishment that may than follow.

Lastly, I will give an example of ill-gotten corporate gains from someone who enriched themselves while harming others. There are unfortunately too many to examples of this type of crime to choose from, so I will use one case from 4 years ago and is it its final phase taking place just now. This is the biotech company Theranos and their infamous founder Elizabeth Holmes. Those following the case, will remember that Theranos was a high flying a biotech instant results, blood-testing machine, pitching revolutionary technology which was really just vaporware. It was revealed that Theranos was not using its own technology to run blood tests as this as impossible, but it was all a scam and surreptitiously ran samples thru a traditional lab as proved by the FDA. But the hype and testimonials by some of the most well-respected A-List personalities vouched for her as a genius and a female clone of Steve Jobs, made this into \$9 billion company. When the dust settled, there were TV specials and many stories about the whole sorted affair. Her \$4 billion in fraudulently acquire net worth enabled her to hire some of the best lawyers around and she was found guilty of only 4 charges of 11 charge including fraud. The crime was real, and she is now facing up to 20 years in prison in the upcoming punishment phase of the story.

In running your business and in life, surround yourself with people who will tell you the truth, not frightened yes men telling you what they think you want to hear, less they will be fired. You'll be the better for it in the end. Truth and facts are real and stubborn things. Propaganda and the big lie can convince many people of almost anything from evolution is a myth to the Earth is really flat, and even that you are not their infallible leader.



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.

# 10 Tips to Get Your Candidate

By Chris Heinz

You have openings...lots of openings!

Whether you are an internal talent acquisition specialist or an outside recruiter, this is a good problem to have, right? After all, openings mean you have things to do, postings to post, candidates to call, and texts to send.

But, all of the openings in the world don't matter unless you can find the right candidates to fill them. In this article, I'd like to suggest ten tips to find the candidates you need and provide some guidance as to how to get them on your team.

## **Tip 1: Practice the Theory of Threes**

The ideal situation is to have three candidates interviewing for every opening. This does a variety of things for you: you will provide your hiring manager with an actual choice (remember that a choice of 1 is not a choice!); you will have candidate options in the event one of the candidates you like accepts another position; you won't have to worry about your hiring saying they have no one to compare. These are just a few of the benefits of working towards the goal of having three candidates on every opening.

This is the "ideal" situation...in many circumstances, it is challenging to find even one candidate that is qualified and interested in the position. You have to play the cards you're dealt. Always strive for 3!

## **Tip 2: Make sure your chosen candidate is committed**

It is one thing for a candidate to show up for an interview. It's an entirely different thing for them to be committed to your process and the opportunity you've brought to the table.

Ask the right questions to fully understand that if an offer would be presented, what would they do? Do they respond with "I'd have to think about it" or "I would need a couple of weeks to compare it to the other opportunities I'm entertaining"? Of course, you are hoping they say, "I'd take it," but you should never just assume that is the case because they showed up for the interview.

## **Tip 3: Gain Upfront commitments**

This is different from ensuring the candidate is committed. When I discuss upfront commitments, this is both with the hiring managers and the candidates. From the hiring manager's side, it is imperative to confirm they will make the time to review resumes, provide feedback, set aside time to interview, provide feedback, and make a decision. From the candidate's side, make sure they are able to interview in a semi-reasonable time of day, will provide their feedback on the interview, not be coy in that feedback (in other words, be honest), and make a decision of a yes or a no should an offer be presented.

## **Tip 4: Co-Create the Interviewing Plan**

Work diligently to co-create the interviewing plan with the main hiring manager. Once it is mutually agreed to, ensure that everyone involved in the interviewing process understands the plan. Without this critical step, you run the risk of alternative ideas about how the process will flow. You want everyone on a one-mind track!

## **Tip 5: Discuss the Counter Offer**

If you are an outside recruiter, you are familiar with discussing the counter offer with candidates to ensure they understand the risks and limited benefits of accepting one. But, this is a discussion that everyone should be involved in, including HR and the hiring managers. One of the worst things that could happen is you finally finding "the one" and believing you have the position filled only for the candidate to accept a counter and leaving you hanging out to dry.



When should you discuss the counter? The simple answer is early and often!

**Tip 6: Recognize that breaking up is hard to do**

Remember the last time you changed jobs? Unless you just hated it there, it was a very difficult decision, right? It is one of the more difficult and emotional decisions you make. Make sure you let the candidate know that you understand this is a difficult decision. Share with them how you were welcomed into the company, how you've made friends, and how you've grown as a professional there. Of course, if you are the outside recruiter, make sure your hiring manager explains this. By doing so, you will help alleviate some of the natural concerns.

**Tip 7: Involve the Significant Other**

A decision as big as accepting a new position is rarely made by themselves. Sometimes they talk with a mentor or friend, but every time they will talk with their significant other. Since we know this, why aren't we involving them in the process?

If you are dealing with relocation, this should be an automatic part of the process. This way, you can answer any questions they have and have the ability to sell them on the opportunity for their partner.

**Tip 8: Ask ALL of the questions**

The questions you don't ask are usually the ones that will haunt you in the process. So, don't make this mistake. Ask all of the questions so that you are systematic in your approach. This holds true when you are in-taking the info on the position when talking to the hiring managers, and well as when you are interviewing the prospective candidates.

This especially holds true as the interviewing process comes near the end. Many times the questions asked become the critical elements to close the position with the right candidate successfully.

**Tip 9: The presentation of the offer counts greatly**

For the love of Cardinals baseball (yes, that is how serious I am about this statement), do NOT just send an offer letter to your candidate. Present the offer to them directly so that they can hear your excitement for them to join the team and so that you are able to answer any questions they might have.

Also, make sure they understand the offer is the last and best offer that can be made. This means you need to come to the table with the best actual offer. If you try to see if you could get them for less than they said they would accept, you are setting yourself up for either a turndown or a "less than ecstatic" new hire. You don't want either of those, right?

**Tip 10: Celebrate with them**

When they have accepted the offer, celebrate with them! Make sure that everyone involved sends them a congratulatory text or email. It is especially important that their direct manager reaches out to them to welcome them to the team. During the transition period between their resignation and their starting date, send them a welcome package. Include some company gear, a cup, or some other item from the company. You can go the extra mile and send something specifically to their significant other.

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.



# How to Stay Agile in Your Recruitment Content Strategy

By Matt Lozar



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.

It takes only seconds for a job seeker to form their first impression of your company as a potential employer – and your career site is likely to be where they experience their initial introduction.

It's your virtual handshake with them.

So optimize candidate attraction and engagement right from the start by keeping on top of what job seekers want and being ready to pivot when needed. And adjust your content accordingly.

[Watch the analytics of your content.](#)

A good place to start enhancing your content agility is with your career site analytics. Keep a watchful eye on what users are clicking on and/or liking. If a piece of content is receiving a lot of clicks and website visitors spend a lot of time on the page, that means your audience engages with that content. Create more similar content!

[What are candidates discussing with your recruiters?](#)

Online analytics are an awesome tool, but don't lose sight of what goes on during face-to-face dialogues between job seekers and your recruiters. Much can be revealed not only through the actual words spoken during these conversations, but also from candidates' tone of voice, body language, and other modes of non-verbal communication.

[Here's a hint: Career progression is top priority.](#)

The best candidates are eager to learn about career growth opportunities, right from the start of the recruitment process. There is no stronger motivator. Make sure your site content is an accurate reflection of the growth and advancement possibilities that come with your position.

- Career progression helps with employee satisfaction and retention, as being able to take on new challenges makes team members more likely to be engaged in their work and feel ownership of their organization.
- If the opportunity for promotion isn't as frequent, tell how the employee will get the chance to learn, be creative, experiment in their role, and explore new ideas.

[Conduct regular site content audits.](#)

Audit your career site on a regular basis and be sure all your content aligns with current candidate goals and mindsets. Review your site from a job seeker's point of view. Doing so at least quarterly is a good rule of thumb.

Need help building a strong recruitment marketing strategy?

Haley Marketing can help with your career site planning, auditing and content development, as well as other pillars of effective recruitment marketing, including your employment branding, job ads and distribution, and social recruiting. [Contact us today](#) to start a conversation.



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## 5

### TALENT ACQUISITION TRENDS IN 2022

1. Data-driven TA and recruiting strategies will be table stakes for every single organization.
2. Personalized, intelligent nurturing will be the biggest key to providing a premier CX.
3. TA leaders who prioritize internal mobility will be the ones who retain top talent.
4. Distributed workforces will remain intact, making worker engagement a differentiator.
5. Employee wellness will be a big focus for business leaders, including those in TA.





## NPAworldwide expands its recruitment firm membership

NPAworldwide, the oldest member-owned recruitment network in the world, has announced that it has added 28 new recruitment firms to its membership base. The latest members are from countries all over the world, including the USA, Australia, Canada, Indonesia, Japan and the United Kingdom. NPAworldwide president Dave Nerz commented on the growth; "The second quarter was an excellent period for us as we continue to expand our reach and provide our members with even more value. Our new members come from a wide variety of backgrounds and industries which only strengthens our global community."

- MPA Companies ([www.mpahire.com](http://www.mpahire.com)), Cleveland, Ohio, USA
- Nationwide recruiting projects for candidates in R&D, engineering, manufacturing, operations, supply chain & technical sales in the automotive, rubber, plastics, polymer, chemicals, glass, ceramics and medical devices and metalworking industries
- Denham and Steele ([www.denhamandsteele.com](http://www.denhamandsteele.com)), Casper, Wyoming, USA-Specializing in the life sciences industry
- DoubleBack Consulting ([doublebackconsulting.com](http://doublebackconsulting.com)), Fairfield, Connecticut, USA-Dedicated to procuring top tier sales and operations talent
- Connect Resources Global Consultancy LLC (USA), New York, New York, USA-Focus is in the area of Internet of Things (IOT), such as networking equipment, ecommerce, fintech, ehealth, mobile advertising technology, etc. for mid- to executive-level positions
- iSphere ([www.isphere.net](http://www.isphere.net)), Houston, Texas, USA- Information technology staffing company that provides direct-hire, contract, contract-for-hire, and managed IT consulting services match recruitment ([match-recruitment.co.id/en](http://match-recruitment.co.id/en)), Jakarta, Indonesia- Providing recruitment services in the areas of accounting/ financial services, agribusiness, apparel/textile/retail, biomedical/ pharmaceutical/medical device, cross-industry functions, cybersecurity, engineering/operations/manufacturing, fintech, healthcare, legal, and renewable energy technology
- Dawn Staffing Solutions ([www.dawnstaffing.com](http://www.dawnstaffing.com)), Toronto, Ontario, Canada- Manufacturing, Engineering, and technology recruitment across Canada
- Luvo ([luvotalent.com.au](http://luvotalent.com.au)), Sydney, New South Wales, Australia- Luvo is a software testing consultancy (Luvo Testing) & IT recruitment (Luvo Talent) that operates mainly in Australia and India
- Nielsen Associates ([www.nielsenstaffing.com](http://www.nielsenstaffing.com)), New York, New York, USA- Experienced in placing talent in human resources
- Primed Talent ([www.primedtalent.com](http://www.primedtalent.com)), London, United Kingdom- Specialists in recruitment, training, content development and digital/IT services & consulting
- Royalty Staffing ([royaltystaffing.net](http://royaltystaffing.net)), San Diego, California, USA- Hospitality, medical and IT staffing
- Metatron Consultants ([www.metatron-consultants.com](http://www.metatron-consultants.com)), Albuquerque, New Mexico, USA- Specialists in tech recruiting
- E Kay Consulting ([www.hiringstrategies.ca](http://www.hiringstrategies.ca)), Hantsport, Nova Scotia, Canada- Areas of focus include accounting/financial services, agribusiness, banking, biomedical/pharmaceutical/medical device, engineering/operations/manufacturing, fintech, healthcare, and technology
- Penmac Executive Search ([www.penmac.com](http://www.penmac.com)), Springfield, Missouri, USA- Specialists in commercial and light industrial trades, with most business coming from manufacturing and distribution
- VisionTEK Global Services ([www.visiontekservices.com](http://www.visiontekservices.com)), Chicago, Illinois, USA- IT recruiting company focused on cloud and cybersecurity
- H2 Technology & Financial Solutions, LLC, Kansas City, Missouri, USA- Providing exceptional IT/digital currency delivery services to all vertical sectors
- Perfect Placement Recruiting ([www.perfectplacementrecruiting.com](http://www.perfectplacementrecruiting.com)), Atlanta, Georgia, USA- Boutique recruiting firm specializing in

remote positions, with a further specialization in remote payroll/HR and accounting/finance positions

- Gables Search Group ([www.gablessearch.com](http://www.gablessearch.com)), Cleveland, Ohio, USA- Manufacturing jobs in all areas such as engineers, production, office staff, some shop floor, etc. with additional focus in information technology, sales & marketing, legal, healthcare, construction and accounting and finance
- UpShot Recruiting ([www.upshotrecruiting.com](http://www.upshotrecruiting.com)), Terre Haute, Indiana, USA- Specialty is executive search and placement for sales, marketing and supply chain roles with clients in the consumer goods industry
- CPC & Associates, St. George, Utah, USA- Specialists in the oil refining and petrochemical industries
- R-1 Consultants, New York, New York, USA- IT recruitment
- Asia Business Consulting Co., Ltd. ([hunter-asia.com/en](http://hunter-asia.com/en)), Tokyo, Japan- Executive search in a wide range of industries such as IT, Pharmaceutical, finance, automotive, and electric
- Ibryo ([www.ibryo.com](http://www.ibryo.com)), Atlanta, Georgia, USA- Salaried roles in manufacturing plants, such as plant managers, operations, maintenance, engineering, production, and EH&S
- The Boland Group ([missiondrivensearch.org](http://missiondrivensearch.org)), Baltimore, Maryland, USA- Focus is C-level and VP L-level searches for community-based, mission driven nonprofits
- Recruitment 4 U ([recruitment4u.com.au](http://recruitment4u.com.au)), Brisbane, Queensland, Australia- Specialties include building & construction, manufacturing, FMCG and executive management space
- Professions, Inc. ([www.professionsinc.com](http://www.professionsinc.com)), Cincinnati, Ohio, USA- Areas of specialization include civil/environmental engineering consulting, financial services (financial advisors/brokerage), automotive (tier I, tier II), food & beverage manufacturing, packaging manufacturing & distribution (sales, manufacturing & engineering), design engineering, building products and banking
- Talent Hubble ([talenthubble.com](http://talenthubble.com)), Lincoln, Nebraska, USA- Leading recruitment solutions provider for tech startups
- Total Placement Staffing ([totalplacement.com](http://totalplacement.com)), Waco, Texas, USA- Focus is light industrial and manufacturing

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

About NPAworldwide. NPAworldwide is a global recruitment network facilitating placements between its members. The network has more than 550 member offices across 6 continents. For more information, please visit [www.npaworldwide.com](http://www.npaworldwide.com) or [www.npaworldwideworks.com](http://www.npaworldwideworks.com).

## Terracon Opens New Office in Carlsbad

### Leading engineering firm expanding local presence

- Terracon, a leading provider of environmental, facilities, geotechnical, and materials services, announced it has opened a new office in Carlsbad.
- Terracon is growing to meet the needs of our clients for environmental planning, remediation, and compliance services for oil and gas, public, and private clients in the region. The new office is located at 4518 W. Pierce Street in Carlsbad and is supported by the resources of established Terracon offices in Lubbock, Midland, and Las Cruces.
- "The new Carlsbad office will allow us to better serve our expanding client base while also providing space for future growth," said Joseph Guesnier, Carlsbad office manager.

# Letter From The Editor

During a recent oil change, I briefly chatted about the staffing industry with the guy in charge who was impressive. Never have I seen such fast efficiencies in a work place. It was designed to expedite a fast and efficient oil change and/or tire rotation without leaving your car. I watched not 1, nor 2 but 3 workers rotating tires in less than 10 minutes. While paying for the oil change at the checkout kiosk next to my open car window, this guy in charge said, "We get all our hiring leads thru Facebook. If we waited on indeed we wouldn't have any workers. He also said, and I quote, "LinkedIn is Facebook for old people." I thought staffing firm owners would appreciate hearing his thoughts. It's was a good example of what staffing firms know, you have to look at where the people you need hang out.

One other interesting quote this hard-working oil change manager said, "I have this guy that is really good at Facebook but nothing else." I can only imagine what he meant but he must be paying this guy something to do all the posts and bring in the business as well as new hires. Just a quick reminder that your social media manager might need a pay raise, or if you don't have one, you may need to hire one.

We are all living in a very and I emphasize, very, fast paced ever-changing environment. I also recently spent some time in a hospital ER room and then later the next day a totally efficient high-end sports orthopedic surgery/outpatient place that had also set up good practices moving the people thru not unlike the quick oil change. It was amazing the difference in archaic processes, aka the emergency room on a Sunday morning versus a walk-in afternoon practice accepting patients with no appointment and handling their online/on phone insurance cards. The ER couldn't handle not having a paper card to photo copy! Imagine where they are headed!

People will go where the action is and where their processes have been updated to handle the new tech needed to operate a business across any platform. The big question, have you updated your processes? Staying in tune to what is happening in your niche, staffing problems solvers can offer so much to their clients if they listen to their needs and problems. Second question, how are your problem-solving skills? And do you really listen? Lots of great advice from thought leaders who are knocking it out of the park in this issue. Enjoy!

Email us at [turner@eminfo.com](mailto:turner@eminfo.com) what topics you'd like to see covered in a future issue. Happy recruiting...

*Pat Turner*



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