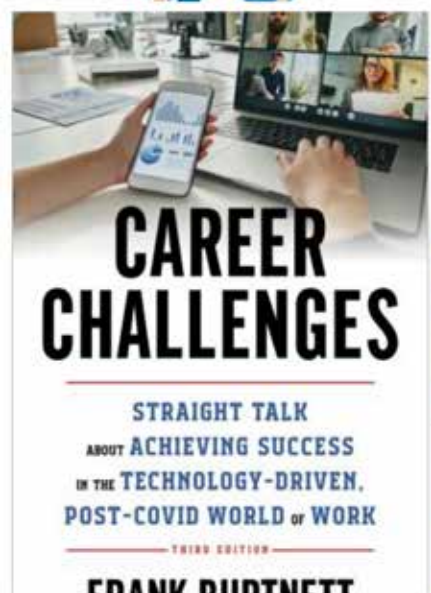


Career Challenges by Frank Burtnett Released



How to Choose Staffing Software After a Merger or Acquisition

What job applicants actually think and do (statistically proven.)

Managing the Offer as a Repeatable Process

Managing the Offer as a Repeatable Process

Check out the members page



Contents



- 5 How to Choose Staffing Software After a Merger or Acquisition
- 8 What job applicants actually think and do (statistically proven.)
- 10 Book Review: Career Challenges by Frank Burtnekt Released
- 12 Next-Level Ideas to Drive Your Employment Brand



In Every Issue. . .

- 7 Ask the Career Mechanic ~ **Is Quiet Quitting a Myth or Reality?**
- 11 Coach Mike ~ **Managing the Offer as a Repeatable Process**
- 14 Just Ask Judy ~ **Should I Choose A Payroll Funding Company Or A Factoring Company**
- 15 Owners Outlook ~ **Strategies And Tactics For 2023!**
- 17 Growing Companies ~ **Employment Shortages and the Supply Chain**
- 20 Trends
- 21 News Releases



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DID YOU KNOW?

* Planning is critical with any data conversion. It is also important to involve a representative of each staffing software system so that expectations can be controlled from all viewpoints. pg 5

* A Gallup poll taken earlier this year revealed quiet quitting can describe as many as half of the U. S. workforce. Gallup found it to be more prevalent among Gen Zers and Millennials who are seeking and not finding the employment engagement and life-work balance they desire. pg 7

* Unconscious and conscious biases are probably just human nature. We naturally seem to judge based on assumptions, and sometimes we aren't even aware of our biases. [But the statistics tell the story:](#) One in five women experience recruiting gender discrimination. Job listings with gender-neutral language get more responses. [The callback rate](#) for older candidates is uniformly lower than for younger candidates—even if the older candidate has more experience. Automated recruiting software can create an environment called blind hiring. pg 9

* Career Challenges discusses in detail the things that people "should do," "do wrong" and "don't do" in their quest for career success and satisfaction. It also addresses the importance of life-work balance, a principle that the younger generation of workers has set as a priority in their career, occupation and job goals. pg 10

* Content that builds your employment brand doesn't have to be all about you – in fact, integrating your employment brand into your overall content marketing strategy is one of the most powerful ways to shape candidates' perceptions of your firm. pg 13

* Payroll is the single largest expenditure for any staffing business and tight cash flow can put making payroll in serious jeopardy. pg 14



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A large advertisement for Pinehurst, NC, featuring a golf course. The top half shows a wide view of a green golf course with sand traps and a line of trees in the background under a blue sky. The text 'Dreaming of this view from your window?' is overlaid. Below this, the 'kw PINEHURST' logo is displayed, with 'KELLERWILLIAMS. REALTY' underneath. The bottom half of the ad is divided into three sections: a sunset over a lake on the left, a central text box, and a lake with trees on the right. The central text box contains the text: 'Now's the time to invest in property in Pinehurst, NC. It's the golfers paradise with over 20 courses in the surrounding area as well as beautiful lakes and breweries!'. At the bottom, it says 'Contact Tiffany Turner Real Estate Today! tturner@kw.com • 314-805-0661'.

How to Choose Staffing Software After a Merger or Acquisition

By Terri Roeslmeier

Remember getting “brand new shoes” when you were a kid but you couldn’t wear them until your parent gave you the green light? Sometimes you had to wait until school started and other times they were bought for that “special occasion” that took forever to come. The excitement would build up right up until the day that you were finally able to sport your new look. And what a day that was. That is unless you were forced into getting something that you didn’t like. When that happened you looked upon the day with dread. Usually though, everything turned out alright. Sometimes it’s like that, isn’t it?

Mergers and Acquisitions Are a Fact of Life For Businesses

The business world revolves around “buying and selling”. Not only do businesses sell products and buy them, sometimes businesses buy other businesses. There are all sorts of reasons for buying a business. Often it’s to add product line, acquire a brand or expand the customer base. Other times it’s strictly for investment purposes. Whatever the reason mergers and acquisitions take place on a regular basis. One key consideration when this happens is deciding on automation.

Merging Staffing Software Data

Usually, when a company acquires another staffing company, each firm is using a different type of staffing software. It is the job of the “buying company” to determine if the company being acquired will continue to use the software they have in place or if they will convert into the corporate staffing software. It is even possible that the company being acquired has better software so the conversion goes the other way. In any event, someone will usually be converting.

Data Conversion With Staffing Software

Conversions are a very delicate process because there is actually a lot of emotion involved. No one really wants to switch, even though another staffing software solution may offer more and be a much better fit than what is in place. When you know a piece of software and even may consider yourself an “expert” at it, the thought of learning something new and losing your expertise status is a bit disheartening.

Then there is the concern that data may somehow not get converted over and that you will experience a loss of information that is very critical to your job. At a time when you want to provide stellar performance, the thought of a software conversion is simply not that appealing.

Planning a Smooth Staffing Software Conversion

Planning is critical with any data conversion. It is also important to involve a representative of each staffing software system so that expectations can be controlled from all viewpoints. You will have one system that contains developed data and another that will be converted into that database. The recipient does not want their system “messed up” with data coming from the other system.

The other system’s concern is that their data will not flow properly into the new system. In order to eliminate both of these concerns, it is best to involve representatives of each system in the planning. In that respect, both can participate in the mapping out of what is going to happen with the data and it will ease a lot of tension. The designated representatives will act as a “project manager” from each side and they will learn to work together.

Mapping Data Conversions

Mapping the data is extremely critical. Each file and field should be addressed and decided upon. The information should be noted in a detailed document that describes exactly what is going to be converted and where it will go in the new system.

It is also important to map data that is coded in the new system so that data transferred can be in compliance with any coding systems that are in place in the system that the data is being transferred to. With a document of this type, there are no surprises when the data is finally converted. It makes the process predictable.

The document acts as a guide of where to look for data and ensures that the majority of important data will be converted into the new system. This eradicates any concerns that the data will be

transferred improperly or in an incomplete fashion. Keep in mind that conversions should include only what is absolutely needed. Bringing old irrelevant data that is of a low quality is always a bad idea.

Training Users of Staffing Software Training new users is a step that cannot be missed if a smooth transition is to occur. Training should be performed by the staffing software vendor and not the users of the system being converted to. Users do not have the expertise that a professional trainer possesses.

A professional trainer has a formal class agenda, training exercises and a training database. They are also able to answer any key questions that the new users may want to ask. They are also a neutral resource that new users will feel comfortable with. This will give the new users the confidence that they need in order to proceed with the new system.

Data Should Always Be Checked

On the actual "live date" the users that had data converted should be assigned the immediate task of checking data. Data usually can be corrected without much interruption if issues are reported at the earliest possible time. If you wait a month or two, it is more difficult for the conversion expert to remedy data issues. By that time, much data has been added and modified and the task is simply more difficult.

Take the approach that if something is not discovered within the first week, the information could not have been that critical to begin with. The conversion has to end at some point, and everyone has to move on. Provide the opportunity for corrections in the first week and make that clear to the users.

Mergers and Staffing Software Reports


Last, users are familiar with certain reporting and they will miss and request reports that they had in their old system. Some may even go so far as to say they cannot function without a specific report that they had in their old system. This is what report writers are for. If the data is there, the report can be obtained. If the data is not there, the report is probably not as critical as the user was led to believe. Provide new and enhanced reporting to the new users and involve them in the creation of some new reports that everyone can benefit from.

Make Sure You Plan Your Staffing Software Merger

To recap, conversions can and will go smoothly with the proper planning and involvement of key people. No conversion will be easy but the long-term benefits cannot be undermined. Allow a specific period for new users to get oriented and to accept the new system.

If there is low acceptance after such an allowed period it is time to implement some mandatory processes and procedures. Basically, everyone must participate and use the automated system in order for the corporation to function. Calls, orders, assignments, interviews and more must be input into the system so that management can obtain the necessary information on performance. Forecasting, planning and long-term goals are all encompassed in the use of an automated solution.

Remember those brand new shoes? Everything turned out ok after all, didn't it?



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



Dr. Frank 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.

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

Is Quiet Quitting a Myth or Reality?

EMinfo Reader: I've heard the expression "quiet quitting" several times recently. What exactly does it mean and is it a myth or reality?

Dr. Burtnekt: Originally, "quiet quitting" was coined to define the "work to the rule" concept where the employee stayed strictly within the minimum role and responsibilities of his/her employment. However, it should not be confused with mass "work to the rule" postures often taken by union member during contract negotiation periods.

The reasons for this can be traced to worker dissatisfaction with their employment to a desire to control "burnout" to a rebellion of some sort. Employees frustrated with growth and mobility prospects in their current position, but unable financially to resign and look for another position, also engage in the practice.

A Gallup poll taken earlier this year revealed quiet quitting can describe as many as half of the U. S. workforce. Gallup found it to be more prevalent among Gen Zers and Millennials who are seeking and not finding the employment engagement and life-work balance they desire. See <https://www.gallup.com/workplace/398306/quiet-quitting-real.aspx>

Labor market conditions often require tolerance of quiet quitting because replacing these workers, at times, has been difficult. Others, less tolerant, have taken action to terminate when evidence of "slacking off" becomes apparent.

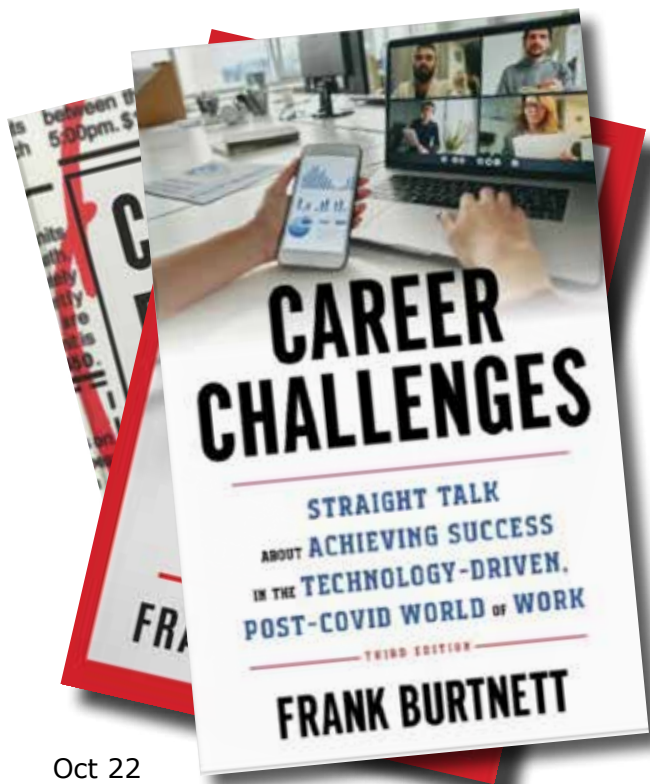
Quiet quitters may also be appearing on the doorstep of staffing firms seeking the assistance of recruiters in their quest to find new employment, positions that are more satisfying and rewarding and allow for improved career growth and mobility. Keep an eye out for them!

EMinfo readers can receive 20% off discount by inserting RLEGEN2022

Topics are drawn from Dr. Burtnekt's book,
Career Challenges

Straight Talk about Achieving Success in the Technology-Driven, Post-COVID World of Work, 3rd Edition
(Rowman & Littlefield Publishing Group)

& represent those witnessed regularly by search & staffing professionals.





What job applicants actually think and do (statistically proven.)

By Lynn Connor

Making a good first impression is crucial if you don't want to lose qualified applicants who are going through your hiring process. It's a two-way street. You aren't just interviewing someone to work for you; they are looking at everything about your company as well, starting with your online presence. Make sure you have a stellar hiring process. **49% of job candidates actually declined a job offer due to a poor recruiting experience.** Can you afford not to if you are in the staffing industry?

And while discussing the hiring process, onboarding is part of your new hire experience. **52% of new hires are actually looking for another role within 3 months of starting their new one.** According to Lattice, a leading people platform, "In the US, 52% of employees with tenures of 3 months or less are looking to leave. Nearly 60% of employees with 3-6 month tenures are trying to do the same. The trend is even starker in the UK, where 65% of employees with 3-6 month tenures are looking." Ensure your onboarding process is appealing and gauge your new hire's satisfaction before they have an opportunity to become disenchanted.

With **30% of workers actually leaving their job within the first 90 days of work**, it's important to know why. Employ, a firm that surveys U.S. workers for an annual Job Seeker Nation Report, shares the top 4 reasons why employees leave their position: the role was not as expected (41%), a bad experience or incident occurred (35%), the company culture was not as expected (34%), and employees were unhappy with the firm's leadership made up 32% of the workers who left within 90 days.

Employ also shared that almost one in three workers would quit a job without having another, and almost half are looking now for a new job or will within the next year. **62% are satisfied with their role, but about 50% are open to other prospects.**

When looking to hire, remember that advertising jobs on social media platforms such as LinkedIn, Facebook, or Instagram is not as optional as it used to be. **39% of job applicants search for their next position on social media.** Using social media also helps ensure your company's marketing and branding is consistent.

Friends make up 46% of how workers find out about job openings, professional connections 25% and career fairs account for 23%. Other statistics about the job hiring application process: **online job boards make up 59% of where candidates go to seek jobs**, which is down 13% since 2020. Finding job openings on **employer websites is up 7% from 2021 at 33%.**

Who is working and how old are they? According to the Bureau of Labor Statistics, the **median age of an employee is 42 years old and rising**. Ensure your company is a place older millennials will want to work. And many people are working later into their lives. Make sure your company has a good working environment as those employees are key to making the right hiring decisions.

Screening job candidates by video interviews has become increasingly common over the last several years. It's convenient, saves time for both the interviewer and the interviewee, and saves money. This type of technology continues to be paramount to the success of a staffing agency, as **37% of job seekers have had a video interview conducted by a recruiter**.

As a staffing agency, passive candidates and their thoughts are very important to consider. With limited numbers of active job seekers, staffing firms need as much hiring leverage as possible. Career Arc shares that passive candidates value work-life balance more than salary. This differentiates them from active job seekers and non-job seekers (those who aren't seeking a new job in 2021), both of whom rank lower pay as a bigger deal-breaker than lack of work-life balance.

What passive job candidates want most, when pay and benefits are equal: **33% seek these three items in order of importance: remote work policies; a more recognized brand and/or positive reputation; and diverse hiring goals**. Remember, before candidates apply to your firm, they are going to look into your brand, review your website, check your firm's reviews, and get to know your culture to ensure it's a good fit.

"Reading between the lines of survey data, CareerArc shared a webinar revealing the complete results of the 2021 study, that today's passive candidates are likely the overworked top performers in the organization who have had to shoulder the weight of reduced staff or increased workload from adjusting to a year of volatility. For these employees, a healthier, more balanced work environment defines their dream job. " As CareerPlug shares, "Applicants who applied directly to a company's careers page were four times more likely to be hired than applicants from job boards. But the real winner was referrals: **Applicants who applied from referrals were eighteen times more likely to be hired than applicants from job boards.**" Those are powerful statistics and also why employee referral programs should without a doubt be every staffing firm's top source for hiring new job candidates.

It's interesting to note that **referrals were one of the best sources of high-quality job candidates**, but at the same time, they were also the most unused source. It would be wise to note that the data tells the story, and it is worth your time and effort to make sure your recruiting strategy at your staffing firm not only includes looking at referrals but targets this as a top new hire resource.

One additional benefit for hiring referred employees is the retention rate. Not only did referred employees stay longer when hired by the company than those hired by other sources, but the referring employee had a longer than average tenure as well.

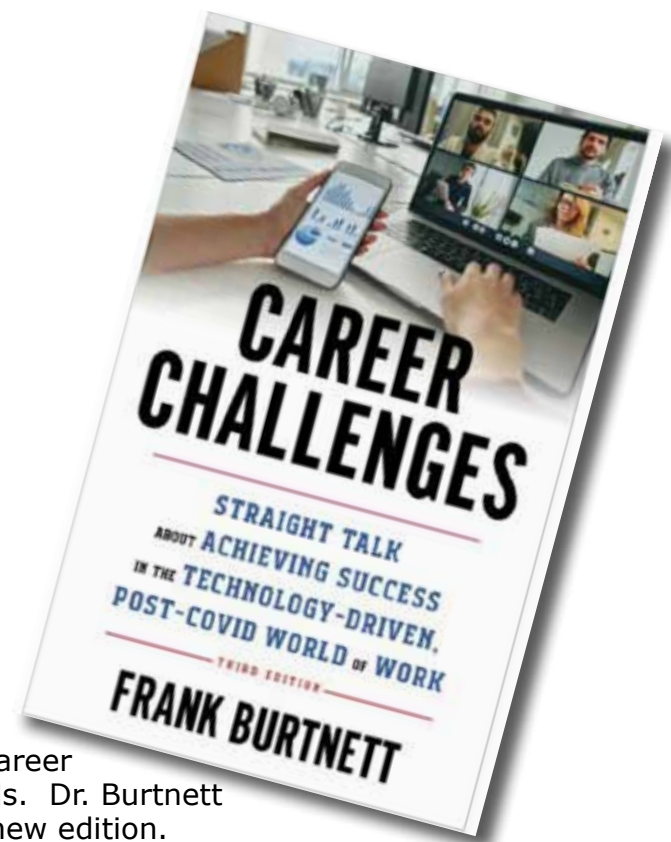


COATS Staffing Software can not only manage your employee referral program, but our platform offers easy job posting, applicant tracking, client relationship management, payroll processing, and full-fledged accounting. [Schedule a demo today](#) to help manage your job candidates and employees.

The advertisement has a dark background with abstract green and blue light patterns. At the top, the text "ONE, AND DONE" is written in large, white, bold, sans-serif capital letters. On the left, there is a white square containing the COATS logo (a stylized flower) and the text "COATS Staffing Software" in blue. To the right of the logo, a large white quotation mark is followed by the text "THANK GOODNESS WITH COATS I CAN DO IT ALL. YOU GUYS ARE THE ABSOLUTE BEST IN THE INDUSTRY." in white, bold, sans-serif capital letters. Below this text, in a smaller font, is "Theresa Monroe, Glendon Employment Agency". To the right of the quote is another large white quotation mark. On the far right, the phone number "1-800-888-5894" is written vertically in white. At the bottom, the text "SELL, ADVERTISE, RECRUIT, ONBOARD, VET, PLACE, PAY & INVOICE, AP & GL" is written in white, bold, sans-serif capital letters.



Career Challenges by Frank Burtnekt Released



Rowman & Littlefield has announced the release of Career Challenges: Straight Talk about Achieving Success in a Technology-Driven, Post-COVID World of Work by Frank Burtnekt, long-time contributor to the Career Mechanic feature in EMInfo. The book is actually the third edition of Career Errors, a popular resource of search and staffing professionals. Dr. Burtnekt recently took the opportunity to talk with EMInfo about this new edition.

EMInfo: What is the basic theme of Career Challenges?

Burtnekt: The theme of Career Errors is extended in Career Challenges in that it deals with the myriad career development encounters that people experience across the life-span. The book begins with a comprehensive examination of the career development process and why these eight phases must be understood in order for career success and satisfaction to be achieved. This analysis is followed by a meticulous treatment of more than two dozen significant challenges that members of the workforce must confront and resolve as they navigate their career experience.

EMInfo: What can the reader expect in the message you offer?

Burtnekt: Career Challenges discusses in detail the things that people "should do," "do wrong" and "don't do" in their quest for career success and satisfaction. It also addresses the importance of life-work balance, a principle that the younger generation of workers has set as a priority in their career, occupation and job goals.

EMInfo: What do the new chapters cover in this revision?

Burtnekt: Added to this edition are two new chapters dealing with the changing nature of work, workers, and the workplace in a high technology, post COVID world. There is a "new normal" in how work is performed around the globe and this edition exposes the reader to an array of those changes and the contemporary strategies to identifying and acquiring their first and future jobs.

EMInfo: What audience are you targeting with Career Challenges?

Burtnekt: Individuals at any stage of the career development process, from career and educational choices to applying for employment, will find something valuable in Career Challenges. For that reason, the book might be made available in the libraries of search and staffing firms. Further, search and recruiting professionals will benefit themselves from learning of the basic career growth, mobility and maintenance challenges different candidates are facing as they interact with them.

Note: EMInfo readers are eligible for a special discount from Rowman & Littlefield by going to: <https://rowman.com/ISBN/9781475868081/Career-Challenges-Straight-Talk-about-Achieving-Success-in-the-Technology-Driven-Post-COVID-World-of-Work-3rd-Edition> using code **RLEGEN2022**

ASK COACH

Mike

Michael Gionta

Managing the Offer as a Repeatable Process

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?



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 and we can have a quick chat to see if or how we can help.

For part 1 of my answer to Liz's question, check out last week's blog, *How to Stop Losing Candidates to Counteroffers*.

Here we will discuss the actual offer process, which is my favorite part of recruiting. Throughout the process, you co-create alignment with the candidate and the opportunity. You ensure the opportunity meets all or most of their career problems and aligns with their vision for their future career. They like the culture. They want the opportunity. Then you approach the money.

First, I like to get two numbers from the candidate. I need to know the number at which one dollar below it is a hard no and what is the number the candidate would be excited to see.

You know, Mike, I am at \$95,000 now. I will probably get a bump to \$100,000 in a couple of weeks (or months). But I like this opportunity. I would make a lateral at \$100,000. I would love to see something between \$105,000 and \$107,000.

I would say to the candidate:

If I get at least \$105,000 toward the higher end of your range, do I have your word of honor? Is it a hard yes?

Do I have your word? Meaning, I do not care if a client comes back with a counteroffer, I do not care what other competing offers come up, or whether new opportunities blindside you; it is a firm, yes, and you are onboard two weeks after that?

Yea, Mike, Yea. I can agree with that.

I would also say:

I am really paranoid. Can you say, "Mike, you have my word of honor that at \$105,000, I will accept, and I will be there two weeks from the offer date?"

I make them actually say it. I cannot tell you how many times candidates would call me

at the point between accepting the offer and showing up. I would always talk to candidates after they resigned to reassure them because usually, that is when they feel shaken.

Candidates often told me:

You know, Mike, oh my gosh, the counteroffer was tempting, and I was sitting there thinking, you know what, I gave company XYZ, and I gave Mike my word. I said that to my boss. He didn't care, but I told him I was not changing my mind. I gave my word.

When you discuss the offer with the client, your approach depends on your contract and how intimate you are with them. I will never lie to somebody, but the amount of information disclosed changes depending on the relationship.

For example, I may say:

I am in 100% agreement, and I have the candidate's word that at \$107,000, they are on board.

We are talking about setting up a process; again, the value for the candidate is you are going to shoot for the high end of the range. That is what I would also go back to the client with.

At \$105,000, Mr. Client - I would advise they go to \$107,000 - I have the candidate's word of honor, meaning they will accept. Anything below that, you are at your own risk. We know how difficult this position was to fill. We know how hard it was to get the quality in Mary that you wanted to see.

It boils down to setting and managing expectations and constantly reflecting to the candidate how your opportunity solves his or her problems in their current situation and is in alignment with their vision for their career.

A great question. I appreciate it because I know it is something many recruiters struggle with.



Next-Level Ideas to Drive Your Employment Brand

By Mandy Wittschen

If you're in staffing, you understand that 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 care about their success.

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 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.

Ready to up your branding game? Here are two next-level ways to build your employment brand with great content – and more:

Create brand ambassadors.

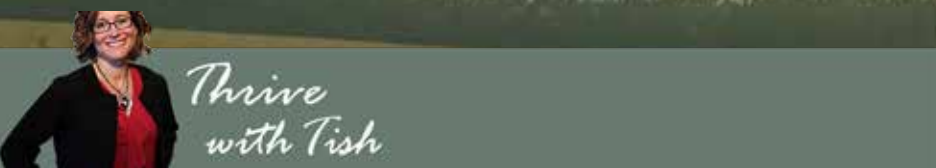
How many temps do you have on assignment right now? Dozens? Hundreds? Thousands? And are those people actively engaged in building your brand? If you answered "no," you have a tremendous opportunity.

Your brand ambassadors should be top field associates, and you can reward them with cash compensation or non-cash incentives like time off, preferred access to your best jobs, and company swag. While you don't want your temps actively soliciting people while they are on the job, they can:

- wear company-branded apparel on the job and share personalized business cards you provide;
- share company blog posts and jobs on social media;

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- write reviews about your company on social review sites;
- spread the word by sharing food or promotional items with others at work;
- educate people about the benefits of working as a temporary – and specifically, working through your firm;
- celebrate events for your workforce like birthdays, service anniversaries and promotions; and
- actively solicit referrals and encourage others to do the same.

Broaden your thinking.

Content that builds your employment brand doesn't have to be all about you – in fact, integrating your employment brand into your overall content marketing strategy is one of the most powerful ways to shape candidates' perceptions of your firm.

When you demonstrate that:

- you care about job seekers' career success...
- your recruiters are experts at what they do...
- you understand what's important to job seekers...

...you're "walking the walk" – and not just providing lip service.

So, broaden your thinking. Look for ways to weave your EVP and brand messaging into a wider range of content – to reinforce and amplify your message, while also demonstrating your warmth and competence.

One of the best ways to achieve this is by adding brand messaging to:

- educational content;
- thought leadership pieces from your top recruiters and company leaders; and
- curated content about the job search and career management.

Job seekers and current associates are looking for help, and you have a wealth of valuable information and people ready to share it. Your blog and/or newsletter is the perfect place to highlight this content and draw people to your site and jobs. If you become the go-to resource for help and job search/career management advice, you'll strengthen your brand and recruit more top-tier candidates.

Want to boost recruiting by building a stronger employment brand?

Download the full "[Using Content to Drive Your Employment Brand](#)" eBook for more actionable ideas.

JUST ASK Judy



Dear Just Ask Judy:

I am having trouble making payroll for my staffing business. What options do I have for solving my cash flow problems? Should I choose a payroll funding company or a factoring company? What is the difference? ... **Perplexed in Palos Verdes**

Dear Perplexed in Palos Verdes:

You are not alone in your troubles! Payroll is the single largest expenditure for any staffing business and tight cash flow can put making payroll in serious jeopardy. There are a few different options out there that help alleviate cash flow problems. I reached out to Bo Kelly of J D Factors to get his ideas on this and to help us understand the main differences between "Factoring" companies and "Payroll Funding" companies. Bo explained these differences and offered suggestions to solve your cash flow problem. Bo explained that Payroll Funding companies are more of an all-or-nothing approach which requires a contract and a loan based on the amount of your payroll. These companies make you a loan which is based on your business credibility and how long you have been in business. Some of these companies will also manage your back office including insurance and other administrative duties.

He compared this with Factoring companies which offer flexible solutions and allow you to factor as much or as little as you want with no minimum requirements or hidden fees. If you use factoring, the Factor purchases your invoice and provides you with an advance of up to 95% of the invoice value and then collects directly from your customer in 30, 60, or 90 days, depending on the terms. A good factoring company will allow you to not only select which customers you want to factor, but also what specific invoices you would like to sell to the Factors. As your business grows, the Factor can buy more invoices from you and help you not only make payroll or cover other expenses and help in the overall growth of your business. With factoring, you get the exact boost in cash flow you need without the restrictions of traditional payroll funding companies.

We enjoyed speaking to Bo about this issue which is so critical to the success of staffing firms and suggest you reach out to J D Factors at www.jdfactors.com if you would like more information on how they can help you!

Making payroll does not have to be such a headache. Act now to improve your financial position and relieve your stress!

Judy

*Please submit your questions to **Just Ask Judy** at
judycollinsstaffingresources@gmail.com
Judy Collins, CPCC
President Executive Director
Judy Collins Staffing Resources, LLC*

Owner's Outlook

Strategies And Tactics For 2023!

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!

You are in the last quarter of 2022, and now is the time for you to strategize your company growth for 2023. Rather than write an in-depth Business Plan, I'm suggesting you write Six Revenue Generating Strategies you and your team will implement next year.

All your business strategies should be revenue generating. One of the greatest mistakes entrepreneurs make is spending too much time on efforts which are not generating revenues. You are in business to "make profits" and create the lifestyle of your dreams. This can only be accomplished if you select six strategies annually that all positively impact your bottom line.

Strategies are defined as: The critical success factors that drive revenue. You may want to refer to them as initiatives or your lines of business.

Start out by writing down the current strategies that drive revenue in your business. If you work in more than one segment of our profession, separate the strategies for each segment (i.e., direct placement, temporary, contract, retained, etc.).

Now review the list of strategies you have just written. It's important for you to do the following:

- List current strategies that work.
- List current strategies that don't work.

Take the strategies that don't work and answer the following:

- Strategy
 - Why is it not working?
 - What corrections are needed?

Next, determine whether your strategies can be reworked or whether you need to replace them with a new strategy – one that is revenue producing.

It is very important that you create time for implementing new strategies by eliminating current ineffective ones. If you don't like your current results, you need to change the focus of your strategies. Make a clear, concise commitment to the strategies you are going to implement that align with goals and objectives of your business.

Review the strengths and weaknesses of your business and decide on six revenue strategies that will have the greatest impact on your bottom line and the growth of your business.

Then ask yourself the following two questions about each strategy:

1. How will I implement this strategy?
2. What resources, time, and money will it take to get it done?

Now that you have selected **Six Revenue Strategies**, you need to decide what **Tactics** align and will drive these strategies.

Tactics are what you need to do on a day-to-day basis, to ensure that those actions accomplish the strategies you have defined.

For Example:

VISION:	Increase value of business
STRATEGY:	Open contract division
TACTICS:	Set up a back office or identify a third-party
	Hire a manager
	Develop a marketing plan
	Market to target
	Weekly meetings to monitor progress and make changes

To guarantee completion of these tactics, write out **Action Items** for each month in 2023. To get a head start on next year, you may decide to implement the first Revenue Generating Strategy before the end of this year. Include target completion dates and the name of the person who will complete the action item. If you immediately begin to implement the strategy that will have the greatest impact, you will end this year with a very strong last quarter and set yourself up for a record 2023.



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MID SIZED RECRUITING Growing Companies STAFFING SMALL

Employment Shortages and the Supply Chain



By Michael Neidle

EMPLOYMENT SHORTAGES. Although the employment rate is at an all-time low, not seen in 70 years, the number of jobs added is at an all time high, other than the months following the months post Covid. The employment rate for many occupations and the unemployment rate is now negligible. Some companies are paying a premium, sign on bonuses, relaxing experience and even training people for jobs they are not qualified for. This is a curious time and presents an opportunity for those wanting to work, while companies are severely understaffed. This driving up inflation with a bidding war for people across the job spectrum. This presents a dilemma for many companies, from high tech to no tech. To navigate this period here are a just a few strategies to consider. But remember whatever goes up will eventually go down, so make sure you are not making a strategic decision which will do you long term damage:

1. As the Fed raises the Prime Rate, inflation is here for a while. The most obvious tactic is to increase your wages to both retain and attract employees and pass along most of this (if not even more than the cost itself) to your next level consumer. As we all know inflation is rising, and everyone expects prices to rise. Supply and demand will determine your equilibrium pricing level and no major tax relief expected.
2. Rebalance your staffing needs to keep cost under control via: automation, economies of scale, non-taxable perks instead providing raises, reducing overtime, converting hourly jobs where possible into managerial or exempt roles without O/T, using remote staff in lower cost cities, etc. Pencil this all out before you make any decisions to aim before you shoot.
3. Consider those things that you do which are marginally profitable and are labor intensive, which you can do without, concentrate on what you do best and not critically related to these labor issues.
4. Outsource those functions where you can reduce high labor costs without sacrificing: productivity, efficiency, quality, controls, communications, etc., without damaging your supply chain, discussed next.

SUPPLY CHAIN ISSUES. Just in time (JIT) production scheduling, which tightened up the flow on materials and to a lesser extent labor was great for efficiencies over the last few decades, but this came to screeching halt during the Covid epidemic. It was sort of like the famous poem, "for the want of a nail a shoe was lost; for the want of a shoe the horse was lost for the want of a battle the kingdom was lost, and all for the want of a nail". Well, Covid has exposed

how vulnerable the worldwide economy is to JIT optimization, without not enough slack in the system to adjust to unforeseen events. We saw huge swings in the GDP, employment, the Stock Market, where those who did not hedge their bets were severely compromised.

It looks like the crises is over, but there may well be another much more severe one in progress. The one happening now is the energy and food crises precipitated by the Russia's attack on Ukraine. The latter impacting the so-called breadbasket of the world, supplying 30% of the grain. Who knows the tangential and long-term impact this may have on the world economy and humanity (it's sort of the want of nail allegory). As to energy, the only good that can come from this is expediting renewable resources. Then we have the secondary impact of the Ukraine war. And that this may spill over into Western Europe either as a direct incursion by Russia into NATO countries, by mistake by one side or another, or in the worst-case scenario the use of nuclear weapons that once unleashed there is no predicting the outcome.

If this was not enough, we have the China-Taiwan problem, only capable of the two largest military forces having a go at it. For starters, Taiwan supplies some 2/3^{ds} of the world's electronic chip market. A military confrontation here would make all of the above issues look like a walk in the park, but like the Russia Ukraine war, who knows?

So, what's one to do given the above: plan ahead, employ contingency plans, hedge your bets, and hope for the best and pray. And we didn't even bring up Global Warming, the US political unrest/ rioting, or UFO's even once.



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

Figure 9: The Irresistible Organization



Technology and Services

Foundation (security and access); support systems; insights apps; talent apps; communication apps; work technology



NEWS RELEASES

AICPA Encouraged by IRS Warning of ERC Mills and Authorization of Anonymous Reporting Process for Firms, Individuals

Following an announcement from the Internal Revenue Service (IRS) acknowledging concerns over third-party vendors promoting improper Employee Retention Credit (ERC) claims, the American Institute of CPAs applauded the announcement and new reporting process as a positive step by the IRS. The form - Form 3949-A, Information Referral - will provide a vehicle for individuals, firms and CPAs to anonymously report questionable ERC mills. The form has been previously available for use to anonymously report fraud and has now been earmarked to report ERC fraud as well.

The ERC was established nearly three years ago as part of a larger COVID-19 relief package in an effort to help businesses pull through the pandemic. More recently, the AICPA has heard from members concerned with the rise of non-CPA ERC vendors taking inappropriately aggressive positions. These vendors submit claims on behalf of businesses that are either unknowingly unqualified or qualified for a much smaller credit, charging upfront contingency fees of up to 25 percent of the claimed credit. These claims, if audited by IRS, could result in drastic reductions to the improperly obtained credits, costing the business significantly.

"For more than a year, the AICPA has communicated its concerns to the IRS and the Department of the Treasury regarding the unscrupulous business practices of ERC mills, and we are encouraged by this acknowledgement by the IRS of these questionable business practices around the ERC," said AICPA President and CEO, Barry Melancon, CPA, CGMA. "This credit has been hugely beneficial to countless businesses that struggled to navigate the challenges brought on by the pandemic, and CPAs have often advised clients and business owners against taking the improper recommendations of these third-party vendors. We are pleased that employers and others now have a mechanism to anonymously report bad actors and help to protect the public against them."

To report tax-related illegal activities relating to ERC claims, submit Form 3949-A, Information Referral. You should also report instances of fraud and IRS-related phishing attempts to the Treasury Inspector General for Tax Administration at 800-366-4484.

About the American Institute of CPAs

The American Institute of CPAs® (AICPA®) is the world's largest member association representing the CPA profession, with more than 421,000 members in the United States and worldwide, and a history of serving the public interest since 1887. AICPA members represent many areas of practice, including business and industry, public practice, government, education and consulting. The AICPA sets ethical standards for its members and U.S. auditing standards for private companies, not-for-profit organizations, and federal, state and local governments. It develops and grades the Uniform CPA Examination, offers specialized credentials, builds the pipeline of future talent and drives continuing education to advance the vitality, relevance and quality of the profession.



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Letter From The Editor



Don't miss out!

It's hard to believe another year is about to come to a close. When I think back to what was happening just one year ago, I realize how far we've progressed. Last year there was still a lot of focus on Covid19 in the workplace, virtual vs in office and how families were adapting.

As I write this, we are also still awaiting the outcome of the mid-term elections. Large, midsize and small companies may be waiting on the results before finalizing hiring plans.

Recruiters know that this has been a feast or famine year, depending on the industries served and the difficulties finding candidates. Speed has been a third party recruiting moto, not long procrastinations, however, the current environment has hiring authorities dragging out the processes.

Frank Burtnett has released a comprehensive book discussing the Career Challenges that people are addressing in the post COVID world of work. It might make a great gift for those looking to find more career success and work life balance. See in this issue some discussion with Frank about what questions he addresses in this new release.

Strategies and planning will help keep your firm moving forward in the upcoming years. Check out some of Barb Bruno's strategies to consider before this 4th quarter ends. And as always, pay attention to your onboarding processes if expansion is in your plans for 2023. First impressions DO make a difference.

We are thankful and filled with gratitude for your continued support of EMinfo. As always, we welcome your comments. Happy Recruiting....

Pat Turner

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

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