

Annual Job Seeker Report: Key Findings



A Positive, Easy,
Convenient Staffing
Experience



How do I keep myself
motivated at year-end



Data Will Help Your
Employment Brand
Content



Collecting on Past Due
Accounts



*Check out the
members page*



Contents



5 A Positive, Easy, Convenient Staffing Experience

8 An Antidote for Workaholism

9 Annual Job Seeker Report: Key Findings

11 How do I keep myself motivated at year-end

12 Data Will Help Your Employment Brand Content

17 Are you considered an Expert?

18 The Changing Of The US Workforce



In Every Issue. . .

11 Ask Coach Mike ~ **How do I keep myself motivated at year-end**

13 Just Ask Judy ~ **Collecting on Past Due Accounts**

14 Owners Outlook ~ **Creative And Innovative Leadership**

16 Growing Companies ~ **Stay with what You Know**

19 Trends

20 News Releases



**NATIONAL COALITION OF
HEALTHCARE RECRUITERS**

OUR SERVICES ARE UNPARALLELED:

PASSIVE CANDIDATE PROGRAM • COALITION MEMBERS • MARKETING CO-OP PROGRAM
RESIDENCY/FELLOWSHIP DATABASE • CANDIDATE DATABASE

WWW.NCHCR.COM 304-699-5426

DID YOU KNOW?

* Candidates are no different as well! It's not easy finding a job. Candidates rely on you to find opportunities they are a good fit for, to lift the stress of endlessly searching for a job on their own, and to eliminate all of the hassles that go into looking for a job. pg 5

* Worker confidence is at an all-time high, with 35% of job seekers believing it's easier to find a job this year than the previous year and one-third feeling comfortable quitting a job without having another lined up. pg 9

* As you all know, any new job order you take at this moment, any first-time interview you arrange on November 30th or later, will likely not be cash in your bank until January or February. pg 11

* Your ultimate goal is to have candidates self-select. So, it's critical that you get to know your target audience and then offer opportunities in ways that appeal to job seekers who are most qualified for a role and would be the best fit for your organization. pg 12

* Starting collections action before an account hits 90 days past due improves the chances of collecting. Statistically, accounts 30 days behind eventually pay 98% of the time; accounts that hit 60 days past due pay 92% of the time; but once an account reaches 90 days the chances of you getting paid drops to 74.9%. pg 13

* One true test of an innovative culture is the number of internal and external referrals you obtain. If you have the right culture over 40% of your internal and external hires should be referrals! pg 14



EMINFO

EMINFO.COM

 Members Login

MEMBER LOGIN

Become a member Today

NEW trainings & webinars!

Subscribe



Events & Trainings

NAPS Lunch and Learn
December 6, 2022
Effectively Evaluating Recruitment Tools in Your Business
[Register here](#)

RecruiterU: Creating Certainty 5-Day Challenge
December 12-16th, 2022
[Register here](#)

CSP: Legislative Advocacy Call
December 21, 2022
Time: 8:00am - 8:30am
[Register here](#)



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

Dreaming of this view from your window?

kw PINEHURST
KELLERWILLIAMS. REALTY

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!

Contact Tiffany Turner Real Estate Today!
tturner@kw.com • 314-805-0661

What do Netflix®, Apple®, and Amazon® all have in common? They offer a positive, easy, and convenient *consumer experience*. Netflix offers *good content* for people to continue to subscribe to the streaming service. When browsing for shows and movies, you can easily continue watching a show from where you left off, you can browse by category and the genre you are looking for, you can even receive suggestions on what you might like based on what you previously watched.

Apple offers consumers the *whole experience*. Users can link their iPhone information to their computer, upload data to the cloud for easy storage and access, when getting a new iPhone data is easily transferred to the new one. If you have a question or trouble with your Apple device, you can simply take it to the Apple Genius for service. People using Apple products *keep* using Apple. They don't want to change because they are invested deeply in the brand.

Then there is Amazon. They offer a *convenient* shopping experience. Anything you need can be purchased right from Amazon and can be received in a day or two through Amazon Prime. They make returning items even simpler by creating a label for you and all you need to do is drop it off at a nearby Amazon location or UPS store. Netflix, Apple, and Amazon all offer that *positive, easy, convenient user experience*.

Top businesses *perfect* the buying and user experience. When someone begins using a service, they want it to be positive, hassle-free, and convenient. They want the experience to be streamlined and offer tools for them to access the service right at their fingertips.

Staffing Should be Easy and Convenient, Too

Think about your customers and candidates. Customers go to you because they don't have the time to find workers. They want your expertise; they want to focus on their mission-critical items and leave recruiting top talent up to you. How can *you* improve their experience, so it is positive, easy, and convenient to work with *you*?

Candidates are no different as well! It's not *easy* finding a job. Candidates rely on you to find opportunities they are a good fit for, to lift the stress of endlessly searching for a job on their own, and to eliminate all of the hassles that go into looking for a job. How can you provide a better positive, easy, and more convenient experience for your candidates? ***How can you provide YOUR customers and candidates with an experience that makes them want to keep using YOUR service for years to come?***

Before we dive into your customer and candidate experience, let's first look at the top staffing challenges this year.

Top Staffing Challenges this Year and the Power of Referrals

Some of the top challenges reported by staffing agencies are finding qualified candidates and getting candidates to respond. A recent industry survey also showed that *referrals* were one of the most effective ways to find candidates and customers.

How can this all tie back into the candidate and customer experience? It first shows that referrals can be an effective source to begin a positive staffing experience for candidates and customers. It can also be a way for staffing companies to resolve some of the recruiting challenges they are facing.

If we think back to why we decided to subscribe to a service like Netflix. It may be because someone recommended Netflix and the content on the service. Or perhaps someone recommended a particular show or movie to watch. Because of that recommendation, you are already on the path to a positive experience because someone you *trust* and *know* thought you would also enjoy that content. You trust the person that referred you to Netflix.

Referrals are a powerful way for you to leverage the start of a strong, positive, and long-term relationship with your candidates and customers. If a referral strategy is not already in place

A Positive, Easy, Convenient Staffing Experience

By Jennifer Roeslmeier

within your staffing company, think of a strategy to receive candidate and customer referrals. Perhaps it's a quarterly email campaign you send to customers, or you send an email or text to candidates who are happily working on an assignment and see if they have any referrals. Once you have your outreach strategy, you'll need to put together an incentive package. What can you offer customers and candidates for providing a referral? Maybe you can give customers a discount or credit. For candidates, offer a bonus, free subscription to a service, etc. Whatever the incentive is, you want it to be enticing so people are drawn to provide quality referrals to you.

What Do Staffing Customers Want?

If you begin working with a referral, then you are already on the road to a positive experience. If not, you may have to work on building a little more trust initially with your customer. At the end of the day though, whether you got the business through a referral or cold call, right off the bat you want to offer a good experience that impresses the customer. So, how can you do that?

Put yourself into your customer's shoes. If you were working with your staffing company, what kind of experience would you hope for? Automation of tasks, strong communication, the recruitment of top talent, and quick fill of job orders are a handful of some of the top things that I would look for in a relationship.

1. STAFFING CUSTOMERS WANT AUTOMATION

Everyone wants to be able to access everything at their fingertips. If you think about Amazon, you don't need to call or email Amazon to place an order. Everything can be done online *or* even right from the Amazon Mobile app. Amazon offers convenient self-service tools to do everything you need to do without disrupting your day.

The same can apply when working with your customers. What self-service tools can you provide to automate your communication and processes? A customer web portal can be incorporated into your customer relationships if it isn't already. Customer web portals provide online tools for your customers to access everything they need. This can include viewing candidate submittals from your staffing agency, viewing open invoices, viewing open job orders and their progress, viewing and approving timesheets, and even viewing and exporting reports. The portal may allow customers to *enter new orders* that need to be filled by your staffing agency. Some web portals may even allow for the ranking of candidates, so you know which candidates to proceed with. All of these different tools allow for customers to effortlessly access

everything they need at their own time. Offering a mobile customer portal for customers to access on their phone or tablet is an additional convenience that can be offered to customers.

If you are not already using a customer portal, reach out to your staffing software provider to see if they have a customer portal you can incorporate into your process.

2. STAFFING CUSTOMERS WANT COMMUNICATION

Ease of communication and regular communication is also essential when communicating with customers. In your first meeting see what the best form of communication is. Do they prefer email, text, or phone calls? If you are submitting candidates via the customer portal, outline what that process looks like. Do they want an email or text notification when a candidate is submitted on the portal? When you begin working with a new customer outlining the process and identifying the best way to communicate is essential to fostering a positive working relationship. Everyone communicates differently so identifying the best way to communicate with each customer that is most convenient for *them* will set your relationship up for success.

3. STAFFING CUSTOMERS WANT RECRUITMENT OF TOP TALENT AND QUICK FILL OF JOB ORDERS

Recruitment of top talent and quick fill of job orders is, of course, one of the most important aspects of a relationship with a customer. As noted earlier, referrals have been reported as one of the most effective ways to find candidates. Direct sourcing, Indeed®, LinkedIn®, and the use of existing candidates in your database were also some of the top ways to find candidates. **Are you utilizing any of these avenues currently to find top talent?** If not, see if there is more you can be doing in these areas.

At the same time, what is working well for your staffing company when recruiting top talent? Data is everything. Utilize the reports in your staffing software to pull your top referral sources. *Know the most successful ways you find and place candidates* and make sure you are capitalizing on those sources. If Netflix no longer had good shows or movies, you may unsubscribe from that service. The same can go for your staffing agency. If you aren't providing top talent, it's hard to maintain long-term relationships with your customers.

Do you know the average time it takes you to fill a job order? This is important to *know* and constantly assess as well. Is it generally quick? If it's too slow, what is causing the bottleneck in the process? How can you improve the average time to fill a job order?

Knowing your data and these stats is essential to constantly improve your processes and keep your customers happy. Impressive data can also help when you are trying to gain new business! Do you have a quick average time to fill? Use that when marketing to prospective customers.

4. STAFFING CUSTOMERS WANT SPECIAL OFFERINGS

So far, we have discussed the automation of tasks and offering convenient self-service tools to your customers. We discussed the importance of identifying the right form of communication with each customer to foster ease of communication. We also discussed ways to recruit top talent and identify your average time to fill a position so your recruiting processes can constantly be improved. These are all ways you can give customers that complete positive, easy, and convenient experience when working with you. One way to put a cherry on top of the customer experience is to provide a special annual offering to show your appreciation of their business. We have all received a coupon in the mail for our birthday. Why not provide an annual anniversary discount to them around the time of their anniversary working with you? Or maybe around your main point of contact's birthday, you can offer something special. It can even be a gift around the holidays to the company. An annual offering or gift shows your customers you appreciate them and adds a unique touch to the overall customer experience that makes them want to keep working with your staffing agency.



Automated Business Designs

Ultra-Staff EDGE

The only staffing & recruiting software you'll ever need.

- Web-Based Front Office Solution
- Back Office
- Web Portals
- Mobile
- Cloud Hosting

LEARN MORE



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.

What Do Job Candidates Want?

Now let's move on to the candidate experience. Just as the customer experience, put yourself into the shoes of your candidates. If you were a candidate, what would you want out of a staffing agency? What would you want your candidate experience to be? Simple application, strong job opportunities, good communication, and a positive overall job seeking experience are some of the top attributes that come to mind. If you further put yourself into your candidates' shoes think of some of the top pain points they experience when looking for a job. Generally looking for a job is not easy, it's time-consuming, and stressful. **How can you provide candidates with an experience that makes them keep coming back to you when looking for a new job?**

1. JOB CANDIDATES WANT A SIMPLE APPLICATION

It all begins with the application. This is comparable to the first time you create an account on a website or with a streaming service. If creating an account involves many steps and is a hassle, you may think twice about making an account. Likewise, if your application is cumbersome then it will be an immediate turn-off for candidates. Consider keeping the application simple so you receive all the necessary information you need. Later, you can gather more information as you begin working with them. A complicated application will turn candidates away and hurt your completion rate. Start the candidate experience off positively by providing a simple application to get candidates in the door.

2. JOB CANDIDATES WANT STRONG JOB OPPORTUNITIES

It goes without saying but having good job opportunities available to candidates is a necessity for them to keep coming back and working with you. On your website make your niche clear so job seekers know if your staffing company is a good fit for them. Stay true to that niche and constantly evaluate your business portfolio to ensure you are providing job opportunities that match your company's mission. Monthly, it may be useful to pull a report on candidates that entered your system but have not been placed yet and evaluate why that is. Is it because the candidate wasn't interested in the opportunities you provided, or were they not a good fit for a position? If the candidate wasn't interested in the opportunities you provided, see if there is anything you can do going forward to meet the needs of candidates that might be looking for similar opportunities.

3. JOB CANDIDATES WANT GOOD COMMUNICATION

Good communication is also key for a positive candidate experience. A complaint that you often hear from job seekers is the lack of communication from the recruiter. As soon as you start working with a job seeker, you are like their *mentor* throughout their job-seeking process. They rely on you, so it's important there is consistent communication and updates throughout the process, so they know where they stand. Communication should never end with a candidate, even once they start working.

When your candidate is placed, be sure to send a message the day before they start working wishing them luck on their first day. Consistently check in as well to see how the job is going and ensure that they are happy. As mentioned above, you are like a mentor to candidates. Knowing that you are there and showing you care will significantly improve their candidate experience. Why wouldn't they want to work

with you going forward if you have been like a personal cheerleader for them?

As with your customers, you also want to establish the best form of communication in your initial meeting with the candidate. Do they prefer text, email, or phone calls? What is the best time of day to communicate? Candidates may not want to be bothered during work hours. You want to establish the best way and time to communicate with candidates, so it is convenient for *them*.

More staffing companies are also incorporating chatbots for after-hour communication. If a candidate has a question, they will receive a response from the chatbot until the recruiter is available during business hours. This is a way to provide 24/7 communication with candidates. It can especially be handy if the candidate has limited availability during the day to communicate with the recruiter.

4. JOB CANDIDATES WANT SELF-SERVICE TOOLS

As with customers, candidates also want self-service tools that enhance their candidate experience. Do you have an employee portal for candidates where they can enter time and availability, view their schedule, search for jobs, and upload and view employee documents? If so, do you offer this same portal on mobile so they can access this right at their fingertips when on the go?

Does your staffing company offer a mobile app to candidates where they can do the above, in addition to, apply for jobs, accept interviews and assignments, view career resources, and more? These are all tools that enhance the candidate's experience as they are looking for a job and throughout their assignment. Self-service tools are convenient for candidates, it keeps them engaged with your staffing company, and it can help set your staffing company apart from the competition.

Self-service tools also increase the candidates' investment in your staffing company. If they are familiar with the tools you use and can access all of their previous employee documentation (paychecks, 1099's, etc.), they become deeply invested in working with your staffing company. Think back to Apple. Everything is connected to other Apple devices and your cloud. If you switch to Android®, you lose that connection and your data. If a candidate decides to work with another staffing company, they are no longer able to access their employment history and the tools they are used to through your web portal or mobile app.

The Best Staffing Experience

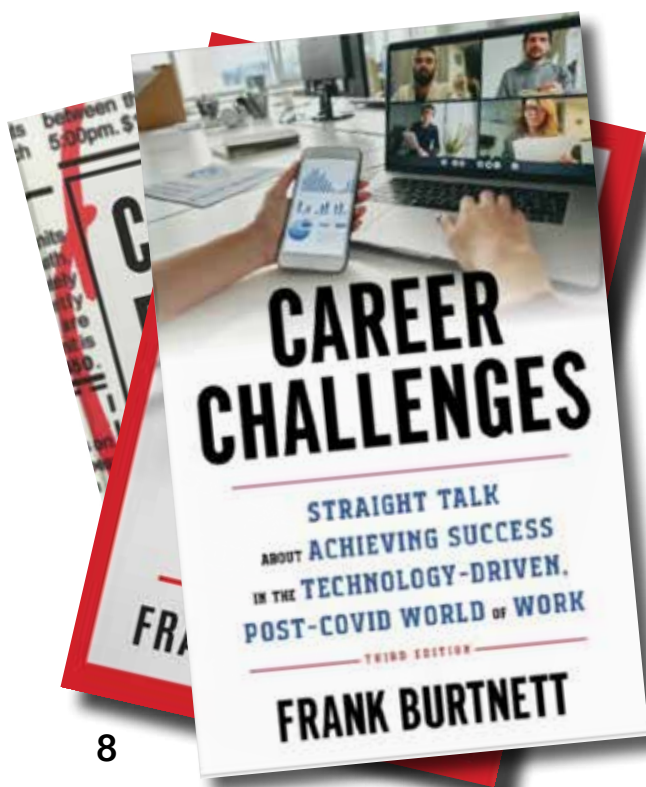
A simple application, strong job opportunities, good communication, and self-service tools all contribute to a positive, easy, and convenient *candidate experience*. Likewise, for a customer, automation, communication, recruiting top talent, the quick fill of job orders, and special offerings can all contribute to a positive, easy, and convenient *customer experience*. Think about your processes, is there anything else you do or can incorporate to leave your customers and candidates with the *best staffing experience* that makes them keep coming back? Staffing is no different from the services Netflix, Amazon, and Apple provide, so why can't staffing provide a similar experience?

This superior customer and candidate experience is possible with Ultra-Staff EDGE, an all-in-one solution that ticks all the boxes. Get in touch with us today and find out what Ultra-Staff EDGE can do for you.



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

An Antidote for Workaholism

EMinfo Reader: Lately, I've communicated with a number of job changers wanting to control their "workaholic" tendencies. Are there any antidotes that can stop or curb this tendency?

Dr. Burtnekt: Individuals at every level of the workforce have been known to slip into the "workaholic" category. Some tract it to the "baby boomers" that dedicated a disproportionate level of attention to their jobs and weren't as interested in life-work balance sought by the younger workers of today. As I have observed this matter with counseling clients over time, I believe it is best to practice a number of both proactive and reactive behaviors that will put life and work in their desirable order. These include the following:

- Gain a comprehensive understanding of role expectations (What are you expected to do?)
- Determine priorities (What order is required?)
- Observe how peers and colleagues perform similar roles and emulate practices that maximize efficiency. (How do others do it?)
- Develop a task completion plan. (What is a reasonable time-frame for doing the work?)
- Develop a personal style or modus operandi that ensures efficiency in the completion of the work responsibilities. (How will you approach and do the work?)
- Work in concert with others in task fulfillment when appropriate (How will the workplace team function?)
- Practice the art of "intelligent neglect." (What may be delayed or not needed at all?)
- Monitor task completion and time expended. (How will you evaluate your performance?)
- Disengage from work regularly through the performance of non-work activities and projects (i.e., personal, cultural, social, and recreational, etc.). (How will you achieve life-work balance?)
- Take corrective action when called for. (What new behaviors will you need to learn?)
- Engage in practices that promote and result in growth, development, and mobility. (How will you ensure your personal career development?)

The above list should put work in perspective and satisfy any performance and productivity expectations set by the employer. If they don't, seeking an alternative position may be the best solution.

Unattended workaholism can be problematic for both the individual and the employer. A number of recent studies have found that people who work extended periods of time (i.e., 50 hours per week or more) were prone to experience both physical and mental health consequences. Employers, on the other hand, need to realize that creativity, productivity, and efficiency are jeopardized when their employees don't function capably and include non-work balance in their lives.

Life-work balance will pay significant dividends for both.

EMinfo readers can receive 20% off - Code: 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.

EMINFO



Annual Job Seeker Report: Key Findings

By Lynn Connor

Understanding the preferences and experiences of job seekers is paramount to the staffing industry. In 2021, the United States labor market saw huge challenges, with almost 10 million unemployed and an unemployment rate of 6.2%. The drastic changes one year later are what everyone in staffing should be aware of and use to their advantage.

Employ, the new parent company of Jobvite, JazzHR, and NXTThing RPO, shares that “with millions of available jobs in the U.S. and talent who seek roles that better align with their requirements, workers are making it clear they want more from employers — and they feel empowered to ask for it. Today’s job seekers are leveraging their upper hand to secure new jobs, higher wages, and better benefits. ”

Having access to [Employ’s survey of U.S. workers for their annual Job Seeker report](#) will offer an inside look at workers’ thoughts and actions and give your staffing agency a heads up on where to focus your attention.

If you want a summary, here are 8 key takeaways from the Annual Job Seeker report:

1. Worker confidence is at an all-time high, with 35% of job seekers believing it’s easier to find a job this year than the previous year and one-third feeling comfortable quitting a job without having another lined up.
2. Close to half of all surveyed workers are actively looking for a new job or planning to within the next year. Money is on their minds with half believing they could make more right now simply by switching jobs.
3. Engaging top talent requires delivering high-quality candidate experiences, yet recruiters still engage in practices that are frustrating to job seekers, including promoting too low-paying jobs, not being responsive to prospective candidates, and posting deceiving job descriptions.
4. With only 37% of workers feeling like they are paid fairly, employers who fall short on compensation expectations may see an increase in turnover as it was the most significant factor

among workers who left a job in the past year.

5. A good employee onboarding experience is critical as one in every three new hires today will leave a job in the first 90 days.
6. Internal mobility lacks emphasis, as 54% of workers who are actively looking for a job have not looked at their current company for a new position.
7. As more companies determine their return to workplace plans, nearly half of all workers are willing to accept a lower salary to work remotely and 30% say their ideal work situation/set up is 100% remote.
8. As 40% of workers report high employee turnover at their organization and an increase in their workloads, they are feeling increased stress levels and burnout. However, the number of employers offering mental health benefits and resources is at the lowest level in the past three years.

Staffing agency owners should ensure workplaces align with their job candidates' preferences and, at the same time, use all the right software, systems, tools, and platforms to effectively run their business.



COATS Staffing Software offers the perfect [all-in-one software to manage employees and clients](#), allowing you time to focus on recruiting employees and marketing to clients—the core of your business.

ONE, AND DONE

COATS Staffing Software

THANK GOODNESS WITH COATS I CAN DO IT ALL. YOU GUYS ARE THE ABSOLUTE BEST IN THE INDUSTRY.

*Theresa Monica,
Glenview Employment Agency*

1-800-888-5894

SELL, ADVERTISE, RECRUIT, ONBOARD, VET, PLACE, PAY & INVOICE, AP & GL

The advertisement features a dark background with abstract green and blue light patterns. On the left is the COATS Staffing Software logo. In the center, a quote from Theresa Monica of Glenview Employment Agency is enclosed in a white-bordered box with large quotation marks. To the right of the quote, the phone number 1-800-888-5894 is displayed vertically. At the bottom, a list of business processes is shown in all caps.

ASK COACH

Mike

Michael Gionta



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

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

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

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



How do I keep myself motivated at year-end

Question:

How do I keep myself motivated?

~Robert – San Diego.

Thank you for that question; I will preface it by saying it is a common misperception. In all the years I have run my office and measured it in the most recent years with our clients, here is a little secret: the recruiters slow down. Meanwhile, the industry here in the States, or even Europe during the holiday season, keeps pace between Thanksgiving and Christmas.

How do I know that? One, I had the same limiting belief that the industry slowed down, and I took it easy. I did not keep my pedal to the metal while I was in the office, and we would have weaker Januarys and Februarys because of the activity hangover from December.

As you all know, any new job order you take at this moment, any first-time interview you arrange on November 30th or later, will likely not be cash in your bank until January or February.

I am not saying not to celebrate a great year. I am saying that if you are going to take time off, take time off and get out of the office. Do not let it drift over the next four weeks, where you have a tremendous opportunity because most of your competitors are slowing down. You have a chance for both a client and a candidate grab in a unique window of time other than the 4th of July here in the States. It is a great opportunity where people are probably not being called as aggressively by recruiters as they are in most other "normal" months of the year.

Again, how do I know that? I measure metrics. Those who follow me know metrics are the key to predictive income. When they are used correctly, they are the most liberating force you can have by implementing them in your business.

I began looking at historical data, and here is what I saw: The recruit presentation to first-time interview ratio in December was almost identical, within hundredths of a point. The same level of activity generated candidates and the same level of marketing activity, the same number of calls, the same number of conversations generated, and the same exact number of job orders. If the ratio were 11 marketing conversations to 1 search assignment in October or November, it was the same in December and January. It did not shift.

Yes, some people slowed down their hiring process. Some of that stuff does slow down. That requires you, as a recruiter, to be a better project manager. But, the industry does not slow down. When I finally learned that, because remember I am a confessed slow learner and adopter sometimes, that was one of the pivot points in our business.

Ask Coach Mike

Data Will Help Your Employment Brand Content: Here's How

By Matt Lozar

Three-quarters of all candidates consider an employer's brand before they decide whether or not to apply for a job. So, as with any other key business initiative, you need to know what successful branding looks like at your company.

Branding involves capturing seemingly intangible qualities that make your business a great place to work, so it may seem like brand authenticity and effectiveness are hard to measure. But in fact, the opposite is true, and it can and should be done.

For maximum impact, have a data-driven brand. Doing so will help you more fully understand your candidates' expectations and your recruitment needs and challenges, and set your sourcing strategy on the right path.

The Value of Data

Successful branding depends on your recruitment team understanding exactly who your messages resonate with and where that content needs to be. It also offers deeper insight into factors such as which jobs would best suit different candidates, what type of culture a person is seeking, and more – in other words, the crucial elements that result in a successful hire.

Know Your Target Audience

Your ultimate goal is to have candidates self-select. So, it's critical that you get to know your target audience and then offer opportunities in ways that appeal to job seekers who are most qualified for a role and would be the best fit for your organization.

- Your current top-performing employees are a great start as you seek to attract like minds. Using surveys, focus groups and other tactics, you need to attain a solid grasp on where your most pressing hiring needs are, which qualifies you should seek in specific candidates, and where this targeted talent is spending time.

Analyze Your Best Content

Once you know who you should be targeting, focus on your message points: What should you be targeting them with?

- Start by paying attention to the analytics for your social media accounts. Which of your posts have the highest engagement levels?
- Also look at the analytics for your career site. For example, if you learn that most clicks through to your application page occur after a user views an employee testimonial video, that's a good indicator that you should leverage more video content.

Measure The Impact

There are numerous places you can start to measure whether your employer branding content and efforts are working. For starters, has your application rate increased? Do you have more visitors to your career site? And if so, are they converting into applicants? These are all good signs that your employer brand is resonating with desired candidates.

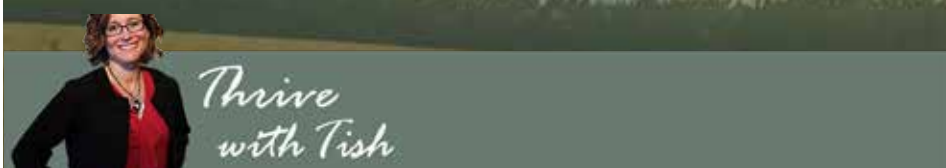
Contact Haley Marketing for a deeper dive into optimizing your employer brand content, as well as any and all aspects of your ongoing [recruitment marketing strategies](#).

Want to boost recruiting by building a stronger employment brand?

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

Reach your potential in six sessions...

Transformational Health and Success
for Recruitment Professionals



Use EMINFO15OFF code
for EMinfo \$15 Discount

START NOW

JUST ASK Judy



Dear Just Ask Judy:

"I am getting concerned with some past due accounts. When should I take collection action?"

... **Anxious in Atlanta**

Dear Anxious in Atlanta:

Collections issues are becoming ever more common in today's tumultuous market. With many firms struggling to stay solvent, slow-paying or non-paying clients is a significant problem confronting search and staffing firms. The question you posed should be addressed firmly and promptly.

To learn what would be the best approach to solving this problem I spoke with Wilson Cole, Founder and President of Adams, Evens & Ross. AER is recognized as the nation's largest credit and collection agency designed exclusively for the staffing and recruiting industry.

Wilson offered some "rules of thumb" on when you should turn over an account to collections:

When they say they will not pay you. When you hear these words, you should immediately refer the account to collections. Under no circumstances should you beg to be paid or offer to discount your invoice. The client does not want to pay you and will still not pay you even at a discount.

Before the account hits 90 days past due. Starting collections action before an account hits 90 days past due improves the chances of collecting. Statistically, accounts 30 days behind eventually pay 98% of the time; accounts that hit 60 days past due pay 92% of the time; but once an account reaches 90 days the chances of you getting paid drops to 74.9%.

Wilson noted that if you refer an account to collections before the account reaches 90 days, the account is fully collected about 97.1% of the time. For a collection fee of about 20% you can collect more of your accounts and reduce your overall collection costs.

I am grateful to Wilson for taking his time to help us answer your question. I encourage you to reach out to him with any questions you have. You can reach Wilson via Email at Wilson@aercollections.com or by phone at 800-452-5287, ext. 6578.

Judy

Please submit your questions to **Just Ask Judy** at judycollinsstaffingresources@gmail.com

Judy Collins, CPCC

President Executive Director

Judy Collins Staffing Resources, LLC

United States Staffing Association

713-858-2677 – Cell

judycollinsstaffingresources@gmail.com

NAPS Harold B. Nelson Lifetime Achievement Award Winner

Just Ask Judy

Owner's Outlook



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

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

Barb also developed Happy Candidates to allow Staffing & Recruiting Firms to focus on the 5% of candidate flow they place, but also provide an amazing resource for the other 95%. The resource has provided many benefits for owners which include:

increased referrals, elimination of the greatest time waster (time spent on candidates you won't place) increased sales and dramatically improved word-of-mouth advertising.

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

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

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

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

Creative And Innovative Leadership

by Barbara Bruno

Creative and innovative leadership is the process of leading and managing new ideas. This requires creating action items that are dated and assigned to someone for the ideas to become reality. The following are common traits of the most creative and innovative leaders in the Staffing and Recruiting Profession.

Competency

Your core competencies are the things your company does best internally, as well as better than the competition. However, doing something well does not mean that it is important because your competencies may not always align with your market's wants and needs.

Culture

When it comes to leading innovation, your culture will either magnify your success or severely detract from it. The right culture attracts and maintains innovators, where the wrong culture turns them away. Leading innovation is not easy, and you are bound to come across roadblocks both internally and externally on your journey.

One true test of an innovative culture is the number of internal and external referrals you obtain. If you have the right culture over 40% of your internal and external hires should be referrals!

Change Agent

How you react to change has a great impact on how your team will react to change. They judge you by your actions, not your words. You must be the greatest advocate of changes that are made and focus on how to change will benefit the people you lead.

When I'm coaching leaders on how to become an effective change agent, I suggest they build on factors which will also boost the influence they have on others. The ability to adapt to change will help your company grow both now and in the future.

Courageous

As a change agent, you're discussing a change which might not be popular – it takes courage to break out of the norm. However, your team must realize how change benefits them as well as your company.

Empathetic

Put yourself in the shoes of others to understand their experience. Empathy stops you from judging people for resisting change, so you can recognize their response to change is valid.

Patient

Your role as a change agent or leader is to create the conditions for change to happen, but each of your employees must navigate the change at their own pace and you need to give them time to catch up rather than lose them.



Mention, you were referred by EMinfo to receive a **Discount!**

Discount may not be used with the current client discount offer.

Call 219.663.9609 & ask for Jodi or email her at jsvetich@goodasgoldtraining.com. for additional information.



[Click Here to Check it Out](#)

Reach
Thousands
Daily, Reach
Tens Of
Thousands
Monthly

Call
Email

Advertise Today!

314-560-2627
info@eminfo.com

MID SIZED Growing Companies STAFFING RECRUITING SMALL

Stay with what You Know

By Michael Neidle



Hubris is a dangerous thing for those with limitless self-confidence. We recently seen a couple of famous self-made "genius entrepreneurs" promising the earth after doing extraordinary well, for varied reasons. I will, discuss only one of them here. The other person is a self-described "very stable genius". These people have had an unlimited appetite and an enormous ego let them get the better of them. They got in over their heads and get into things they did not understand and are then in jeopardy of losing a good part of their fortunes, reputation, and power. The famous investor Warren Buffett said that he stayed away from high tech and other businesses he didn't know well. When he buys a business, he installs strong managers in the companies he owns and tends to leave them pretty much alone. Berkshire Hathaway's stock has increased some 10-fold from early 2000 today, even after our currently depressed stock market.

Elon Musk has done very well when stick with the sciences. He in undoubtedly a brilliant man in physics and IT tech, having started Zip2, which he sold to Compaq for \$300 million, but then terminated. He used his funds to buy X.com which was merged with Confinity forming PayPal which he sold to eBay for \$1.5 billion 20 years ago. He then created Tesla, followed by SolarCity, Space X and other tech companies. Tesla value peaked at \$1 trillion. Then recently however he went out of his comfort zone with This purchase of Twitter. Tesla stock has now fallen 57% from its high as of this writing, due to a variety of factors. Bu his ability to manage evertig and the aforementioned unlimited appetite and ego seemed to collide. He thinks of himself a to real life version of Tony Stark the fictional Iron Man superhero in Marvel comic book. The wheels appear to be coming off however in Twitter which is not like his other ventures. His infamous lack of the people skills has been well documented, but the sheer dint of his work ethic and tech savvy was not applicable to the social media world. Someone I know sold their company to Musk and who at 50 years old was told he was too old and fired. His \$44 billion Twitter investment is on the edge of bankruptcy, as he now fired some 63% of the staff and all the executives. The entire content moderation staff is gone along with most of their corporate advertising who don't want to be associated with Twitter. Their ill-fated cash infusion schemes for the "blue checkmark verification system" has been hacked and their annual subscriptions and much else has failed. A balloon and geniuses can inflate only so much before they burst.

So, what should a business executive learn from the experiences of Warren Buffet and Elon Musk? The answer is don't get in over your head. where ones ego and aggressiveness take on something that they don't fully understand. Eventually the dynamics spiral out of control, and all is lost. Here are two examples.

1. A professional staffing company decided to get into industrial temping, run by an egocentric person. They were not knowledgeable about: high works comp costs, how low the how mark-up was which that had to be made up by h high volume, the high overhead needed, the working capital required, etc. We were called in to fix this situation and decided this venture was a big mistake and went into allied professional services which that they were better suited to run.
2. When working for a manufacturing company many years ago, the brilliant owner decided to open up a remote operation, but he was a micromanager, who insisted on being involved in all aspects business and day to day decisions. The unit manager hired for this new plant was experienced, but never given the autonomy need to run their operations. with decisions needed. Every action was second guessed by the owner. Before long the owner lost confidence in the manager, when the problem was that of the owner, who would not listen to anyone offering advice. The unit was closed before given it a fair chance to succeed and the owner never tried to expand again.



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.

As a professional in the talent acquisition space, it is important that you leverage your knowledge. I'm not talking just about your industry knowledge but also your recruiting expertise.

This knowledge is critical on many fronts:

- Your daily conversations
- Your digital conversations (text or email)
- Your LinkedIn/Social media interaction

Having the knowledge is one thing...sharing it in the right way at the right time is something completely different. This article should help you put the balls in motion to ensure you not only have the knowledge but you can quickly become considered an expert in what you do!

The fact is that experts are paid attention to more...their content is read...and they typically get paid more. Who wouldn't want all of that?

There are several things you need to do to establish yourself as an expert:

- Believe it
- Be a student
- Share your knowledge

Believe it

Yes, I know this sounds so basic. It's like I'm Peter Pan saying you have to believe so that you can fly! In some ways, I guess I am. You truly have to believe that you are an expert.

Here's a reality: If you have been in the recruitment/talent acquisition/internal recruitment space for more than 2 months, then you know more about recruiting than 90% of the professional population. In just two months, you have had probably had more conversations with candidates and hiring managers than anyone would believe. This should help you realize that you are an expert in THIS space. That is worth screaming from the rooftops!

Be a Student

Okay, you have the vast knowledge of at least two months. You can't stop there. You have to be a student of the game. You need to continually strive to learn about the best way to do your job and the finer points of the industry you serve.

There are so many ways to gain this knowledge: articles, websites, associations, podcasts, LinkedIn industry influencers, and on and on. If you spend just 60 minutes spread across the week, in six months, you will be blown away by how much more knowledge you have.

Please heed this warning: never stop learning! If you aren't learning, you are dying!

Share your knowledge

You can't be considered an expert unless you actually share your knowledge with those you communicate with... candidates, hiring managers, and co-workers. You can share this knowledge in many ways as well.

Direct Conversations

We have conversations every day with hiring managers and industry professionals (potential candidates). Identify a couple of trends that you've gained through previous conversations and share these during these direct conversations

Are you considered an Expert?

By Chris Heinz

LinkedIn Posts

Use this knowledge or these trends and turn each of them into a LinkedIn post. In these posts, share your thoughts regarding how this will impact your industry. Elicit their thoughts on the impact. Work to engage in conversation with those that respond.

Now, understand that your initial posts might not gain much traction. But, don't be deterred. Stick with it 3-5 times per week. Schedule it. Do it!

Podcasts

Almost everyone has a podcast today. There are so many for every industry we work in if you would just look for them. I bet you've listened to some yourself. Do you realize how difficult it is to come up with regular content for their audience? Many would love industry experts to volunteer themselves to be interviewed. Try it!

Industry Conferences

These conferences need speakers. Find out who is putting the conference together and offer your expertise. The fact is right now they are almost all in planning mode and they are searching for people who can share their expertise, especially new faces to the industry.

As you can see, there are many ways to share your expertise. You have the knowledge. You simply have to put in the effort and have the desire.



Chris Heinz is a Managing Partner with Westport One. With more than 25 years in the recruiting industry, he has become a thought leader in both recruiting and the healthcare industry. Chris is an avid endurance athlete where he has turned that passion into good by raising thousands of dollars for several charities.

The Changing Of The US Workforce And It's Effect On Your Ability To Staff For Your Business

By Henry J. Glickel



Henry J. Glickel, CPC, CERS is Manager of Talent Acquisition and Employee Retention for By Appointment Only, Inc. (BAO). In his 18-year career in recruiting, Henry has successfully filled over 900 searches. Henry earned the H. Michael Boyd Excellence in Employment Award from the Association of Employment Professionals (AOEP) in 2012. In 2006 he was awarded "Most Valuable Player" by the president of BAO, Inc. An acknowledged leader in the industry, Henry has been published several times in industry and business publications. He is currently at work on a recruiting book.

The demographic of the US population is changing - there are fewer people entering the workforce while those already in work are putting off their retirement. Whether you realize it or not, this has a significant impact on the structure of your business. Not only does it make it harder to recruit new talent, but it also impacts retention as it can feel as though there is no progression route. By understanding the challenges facing companies, we can begin to see a path to resolution.

Overall population growth is slowing

A country's population is impacted by three things - births, immigration, and deaths. In 2021 over 73% of US counties experienced a population decrease¹ as a result of deaths overtaking births. Fewer births, increase mortality thanks to the COVID pandemic, and an aging population all contributed to the decrease many counties saw. Many others were impacted by negative immigration - more people moving out of the country than moving into it. While the US population is still growing, it is doing so very slowly. In 2021 it grew by just 393,000² which is a negligible amount. The US population has been experiencing slow growth for over a decade now, and we are starting to see the impact on the labor force.

An aging population means fewer people are entering the workforce

According to the United States Census Bureau³, the growth of the under 14s and over 65s has outpaced the growth of the working-age population over the last decade. This has a significant impact on the make-up of organizations as there are not enough people entering the workforce for the available jobs. This is something we have seen over the last few years as companies find it increasingly difficult to recruit new talent. With fewer people available to work the pool of candidates decreases, making it even more essential to offer a competitive package.

People are retiring later, making it harder to progress

As of February 2019, over 20% of those over 65⁴ were working or looking for work, almost twice as many as in 1985. Although the pandemic saw a few million people enter retirement, many of them are now back⁵, which is no surprise given the current economic climate. Which begs the question, what positions are they in? While many are opting for a semi-retirement style consultancy model of work, others are in or looking for full-time employment.

The reason is that the older age groups tend to be in management or C-Suite positions. If they are not retiring, there is nowhere for aspiring managers to go. So they end up looking outside of the company for progression or career advancement opportunities.

What can you do?

Supporting the younger generations and providing progression opportunities wherever you can is important. Creating competitive benefits and remuneration packages can go some way to alleviating the difficulty of not having higher-level positions to go into. If you find that you are struggling to recruit entry-level candidates, we can help you find the right talent.

TRENDS

Top Priorities for 2022 NORTH AMERICA



Global Recruitment
Insights & Data
by Bullhorn

Amidst the talent shortage, candidate needs dominate top staffing priorities

EMINFO

home articles issues directory events calendar

MOST RECENT

JITERS

SHINING THE LIGHT TO CREATE BETTER OUTCOMES



Shining the light to create better outcomes-WEBINAR ON HOW TO
ATTRACT MORE SUCCESS IN 2021

Expert Advice, Motivational

Thursday January 28, 2021

READ MORE @ WWW.EMINFO.COM!

Subscribe Today!

NPAAworldwide Membership Increases with 16 New Firms

NPAAworldwide, a recruitment network with over 550 member firms spanning nearly 50 countries, has announced the enrollment of 16 new member firms. This growth demonstrates the value that NPAAworldwidemembership provides through resources like a private job board, benchmarking, peer networking, and a multitude of members-only events. "Congratulations to each of these recruitment firms," said Dave Nerz president of NPAAworldwide. "By joining our network, these firms are invested as owners." Joining NPAAworldwide allows members to expand their scope of work on behalf of clients and candidates alike.

- 619 Recruiting (www.619recruiting.com), Indianapolis, Indiana, USA
Areas of focus include architecture and engineering, civil, mechanical and commercial construction, industrial/automation engineering, professional, public sector, real estate, safety, and skilled trades
- Elite Recruiting Company, Dubuque, Iowa, USA
Providing recruitment services in the areas of engineering, technology, aerospace, medical, sales, manufacturing, and more
- J4 Group, LLC (www.j4staffing.com), Knoxville, Tennessee, USA
Placing engineering and operations professionals
- CyRAD Solutions, Washington, DC, USA
Boutique search firm focused on science, engineering, technology, robotics, executive and extremely difficult to find candidates.
- Medical Engineers & Scale Up People (www.medicalengineers.co.uk), Manchester, United Kingdom
Focused on the healthtech market, specifically around research & development of medical devices offering both permanent and contract recruitment, as well as small tech start-ups that have won funding to grow their teams rapidly
- AJ Search (ajsearch.co), London, United Kingdom
UK-based recruiter focusing on the US markets, predominantly life sciences, finance and accounting, engineering (AEC)
- eLawyer Recruitment (www.elawyer.com.my), Kuala Lumpur, Malaysia
Specialists in legal and compliance talent, IT, HR and senior executive recruitment
- JP Recruiting Agency (www.jp recruitingagency.com), Dallas, Texas, USA
Areas of focus include: accounting/financial services, cross-industry functions, transportation, logistics
- CITI Recruitment (www.citirecruitment.com), Sydney, New South Wales, Australia
Predominantly recruit within the niche & emerging technology arena providing IT talent across the digital, XaaS, enterprise integration, business intelligence, data, software development and devops domains
- Nodusearch (www.nodusearch.com), Casper, Wyoming, USA
Executive search firm focused exclusively on STEM-based opportunities with companies developing software as their core business
- Bond & Company, Inc. (bondandcompany.com), Bethlehem, Pennsylvania, USA
Skilled recruiter of treasury and financial professionals
- Devang Technologies (devangtech.com), Dallas, Texas, USA
Direct-hire and contract services across the following technology areas: full stack developers, mobile developers, devops cloud computing, AI solutions, sales, cloud marketing and more
- Etaj Engineering Solutions (etajes.com), Detroit, Michigan, USA
Recruitment of engineers, technical specialists and business development professionals in the areas of hybrids, electrification, autonomous vehicles

and renewable energy

- Propel Recruiting, Berea, Kentucky, USA
Areas of focus include engineering, sales and marketing, information technology, manufacturing, human resources, management, customer service, call center, talent acquisition, construction, finance
- Global Selecta Group (globalselecta.com), Los Angeles, California, USA
Specialists in logistics and transportation, warehousing, supply chain, manufacturing, production, consumer goods, and wholesale industries across the United States
- STEM Search Group, LLC (stemsearchgroup.com), Greenville, South Carolina, USA
Technical and STEM-related recruiting firm with clients ranging from tech startups to SaMD/medical device companies, major manufacturers, to fintech/financial services

NPAAworldwide 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. For more information about NPAAworldwide membership, please visit www.npaworldwide.com or www.npaworldwideworks.com.

St. Louis-Based Mayflower Reaches 1 Million Pounds Of Food Donated Goal Ahead Of Partnership Renewal With Move For Hunger

Mayflower Transit, the nation's most recognized and trusted moving company, announced today it has now donated more than one million pounds of food to Move For Hunger, and it will be renewing its partnership that will generate another 125,000+ meals for families in need for another year.

Hunger continues to be a looming issue with food insecurity in America on the rise. The need to provide practical solutions is at the forefront. As a brand both rooted in the past and focused on the future, the Mayflower team understands the importance of giving back and fortifying the communities in which they serve. The Company has only been an official partner of Move For Hunger for a year, but its network of agents has now donated more than 1 million pounds of food, which is the equivalent of more than 800,000 meals, over the last several years. These meals help one and seven children who suffer from food deprivation and insecurity.

Mayflower employees recently held a Truck Pull and Food Drive event at its headquarters in Fenton, Missouri, in collaboration with Move For Hunger. Employees raised more than \$21,000, which put Mayflower over the one-million-pound food donated mark.

"We are proud of the philanthropic effort we have made over the years, but we are poised for even greater impact with the extension of our Move For Hunger partnership," President and CEO Jason Mills said. "Our philanthropic mission at Mayflower is to fortify the communities in which we serve through the elimination of food waste and fighting hunger. Our partnership with Move For Hunger allows us to increase food security in the communities that need it most."

Move For Hunger continues to challenge agents, customers, and industry leaders to seek resourceful methods in donating non-perishable food. Mayflower has incorporated some of the practices to help customers establish their own pantries before and after their moving process. As well, these tools will help navigate the donation process. Click here to learn about the five ways to donate.

"Mayflower Van Lines has been an incredible partner, and we are thrilled to have their continued support — working to fight hunger and food waste in the communities they serve," Move For Hunger President Adam Lowy said. "It's been wonderful seeing the passion and dedication of their corporate team, as well as moving professionals across the country, as we work together to create an even greater impact."

For more information, please contact: Chasity Cummings

Chasity_Cummings@unigroup.com (636) 305-4423

Letter From The Editor



Don't miss out!

As 2022 comes to a close, what improvements do you plan to make to your business? Take a look at what you are good at. Let yourself feel good and then think of a few things you'd like to improve on. Whether personal, your career or your business, we can all pick any number of things to work on. We all make choices. Try to pick 1 or 2 small things that you would like to improve. Choose something that is doable not adding stress but a nice challenge.

In this issue, you will find authors talking about things they know well and making suggestions on ways to improve your processes. If you aren't motivated or don't feel you have the internal resources to improve on your own, look for a coach or trainer that is highly regarded in the area you want to see improvement. With the current technologies available so many things can be learned virtual. However, if you crave a personal touch, look for a trainer or group you can join where you interact LIVE with others.

Over the years, I've traveled to numerous industry events where I've listened to countless speakers, trainers and coaches share ways to improve upon one's own skills. We never stop learning. Those that do choose to find ways to learn new technologies, improve skills in their careers or advance degrees of education tend to find more satisfaction in life. Don't wait till the new year starts but plan ahead to start now. You will be glad you did.

Happy recruiting.... And enjoy the holiday celebrations.

Pat Turner

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

Email: info@eminfo.com
Website: eminfo.com

Subscription U.S. rate
\$59/year
12 online EMinfo Issues

Subscriptions & Change of
Address:
EMinfo/EMPLOYMENT
MARKETPLACE
PO BOX 307
Jonesburg, MO 63351

For Advertising Information:
Advertising Dept.
314-616-0438

All copyrights apply to all articles
in EMinfo. Copyright belongs to
EMPLOYMENT MARKETPLACE. For
permission to reprint any part of any
article please contact EM. We take no
responsibility for any advertisement
seen in EMinfo.



Like us on Facebook!

facebook

<https://www.facebook.com/EMinfo>

HAVE A PRODUCT OR SERVICE TO PROMOTE?

CONTACT US TODAY 314-560-2627 OR
TURNER@EMINFO.COM