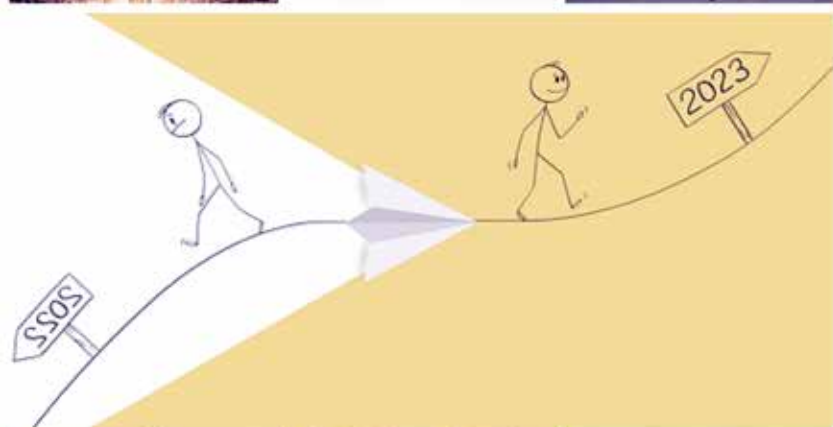


10 Things You Need To Know About Getting Paid



Top Staffing Trends in 2023

An Antidote for Workaholism

The \$4.2 Million Reason NOT to Block Negative Online Reviews

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DID YOU KNOW?

*According to Indeed, 94% of Gen-Z and 84% of millennials say they would not take a job that required them to attend in-person full-time. pg 6

* 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. pg 7

*If you do not have a signed contract in the state of Massachusetts, you will lose the case if the debtor's attorney is aware that the Massachusetts Supreme Court has ruled that there is no agreement without a signed contract. pg 9

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* Can you simply delete all your bad reviews? Technically, yes, but it's not a good idea. [Google's Terms of Service](#) prohibit the practice of review gating, and as we've learned, it can prove costly to defy them. Plus, having only five-star reviews and nothing less makes you look inauthentic. pg 12

* We are sales organizations who need to hire individuals who can influence others. That ability can be identified through assessments along with many other traits. pg 15

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Top Staffing Trends to Lookout For in 2023

By Jennifer Roeslmeier

Here we are. We made it to 2023! What will the year look like for you? Will you be hitting any major milestones? Are there items on your bucket list that you are finally going to get to complete? Do you have new year's resolutions that you are hoping to stick to this year?

A new year brings hope, inspiration, and a blank sheet of paper to mark your story. Also, with the new year though comes uncertainty. What will we have to face this year? What roadblocks and challenges will come our way that we have to defeat? What new innovations and trends will we have to adapt to?

What will the staffing and recruiting industry look like?

While I don't have a crystal ball to predict everything that will come our way in 2023, there are certain trends in the staffing and recruiting industry that we can expect to stay and be prevalent in 2023. Being prepared for these trends as we start the new year can help set yourself and your company up for success!

1. More Workers Preferring Contract/Freelance Work

The number of workers that prefer contract and freelance work, compared to a traditional full-time job, has risen and it is expected to continue to rise in 2023. During the pandemic, more workers resulted in temporary work amidst mass layoffs. Caregivers, especially women, resulted to freelance-type work that offered more flexibility in their schedule when needing to take care of kids and older relatives. In fact, according to the US Chamber of Commerce, more than 1 million women have left the workforce since 2020.¹

[Upwork's 2022 Freelance Forward survey](#) showed that some of the top motivators for freelance work is to earn extra money, to have schedule flexibility, and to have financial control.² That same survey showed that 39% of workers performed freelance work in the past year. This percentage is up 3% from last year and is at an all-time high. As more people are freelancing, 73% of freelancers say the perceptions of freelancing as a career are becoming more positive.

By 2027, UpWork expects freelancers to make up almost half of the US workforce.¹ Additionally, according to [Robert Half's latest Job Optimism Survey](#), 29% of workers that are planning on looking for a new job in 2023 would consider contracting full-time.³

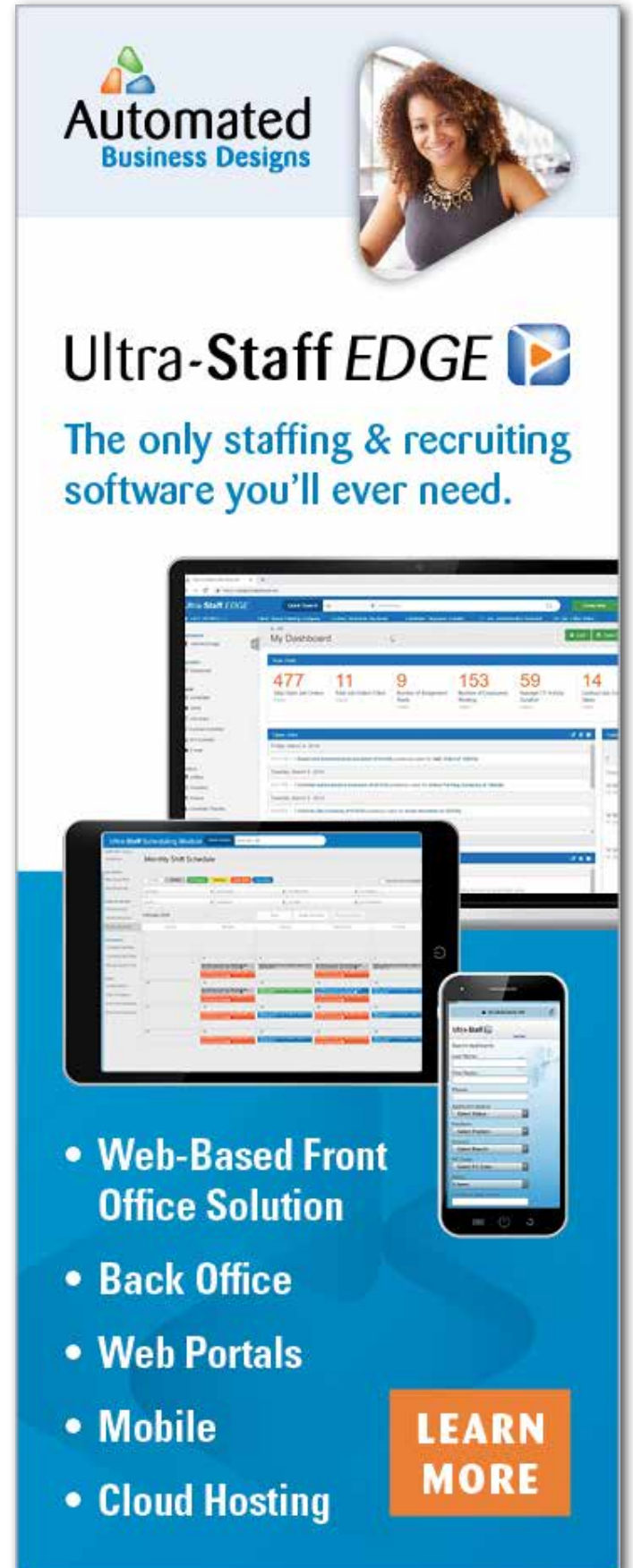
As more companies mandate a return to the office, more workers may want to turn to contract and freelance work to avoid a rigid schedule. This and all of the above statistics are factors to consider when recruiting in 2023. Companies that traditionally look for full-time positions may have a better success rate contracting positions out.

2. The Great Resignation Continuing

Just when we thought the Great Resignation was behind us, it could possibly sneak up again in 2023. Robert Half's Latest Job Optimism Survey showed that 46% of working professionals are currently looking for a job or will be looking for one in 2023. The survey also showed that the top motivation for switching jobs is higher salary, followed by better benefits and perks, and greater flexibility in choosing when and where they work. Workers are also tending to lose interest in their job if the job is unclear or if there are unreasonable responsibilities and poor communication with the hiring manager.

Other studies have shown that workers may choose to resign if they don't feel financially or emotionally supported at work, not liking the company culture, and feeling like there is a lack of room to advance their career.

The rise of inflation and the cost of living can be big drivers in workers looking for a new job to make a better salary. Something to consider doing in 2023 is reevaluating your salaries and comparing them to industry standards. If they are below industry standards, you may want to consider increasing your



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salary ranges if you are able to. As noted above, benefits and work flexibility are also major factors driving a job change. Think about your benefits package and work flexibility and see if there is any room for improvement. You may also consider doing a company survey to see what benefits and work schedules employees value most.

3. Concerns About Job Security Among Recession Uncertainty

While there may be another great resignation wave, there are also concerns about job security if a recession were to hit in 2023. [iSolved's "Pause, Pivot, or Plan: HR Trends of 2023"](#) survey, found that employees see a recession as the biggest threat to their job security with 1 and 4 employees not feeling secure at their current position. ⁴ Fear of a recession and other day-to-day stressors has led to burnout with 69% of employees experiencing burnout this year. This has affected overall job performance and employees not being as excited about their job. 26% of employees noted that they only perform their required responsibilities and nothing additional. This indicates that quiet quitting may also continue into 2023.

One way to combat concerns about job security is reassuring employees who are concerned that their job is safe and that they are highly valued at the company. Only say this if it is true of course!

4. Remote Work is Here to Stay

Employees are still eager to have the opportunity to work from home, despite many companies bringing employees back into the office full time. According to [LinkedIn's State of the Labor Market](#) report, only 14% of job postings on LinkedIn indicate they're open to remote work, but those job postings attract **50% of the applications** that are submitted via LinkedIn. ⁵ If companies offer remote work, but aren't indicating it in their job posting, they could be missing out on getting double the number of applicants.

At the same time, if your company does not offer remote work, it may be something to consider in 2023. Companies that don't offer remote work can be missing out on gaining top talent because their applicant pool is limited to those that prefer to go into the office every day. Younger generations especially need to be taken into consideration. [According to Indeed](#), 94% of Gen-Z and 84% of millennials say they would not take a job that required them to attend in-person full-time. ⁶ Additionally, 88% of Gen-Z and 69% of millennials would quit their current job if asked to attend in-person full-time. Gen-Z and millennials are making up more and more of today's workforce. If you are looking to attract younger talent, then offering a remote work schedule may be essential.

5. Increased Focus on Employee Experience

This year employers are expected to focus more on the overall employee experience. This includes both employee engagement and overall HR activities at a company. iSolved's annual survey found that 70% of employees feel their employer is more focused on their needs this year. ⁴ This increased last year from 59%. 35% said they are demonstrating it through work life balance. At the same time though, half of those surveyed would rank their company's employee experience as poor or average. Employees noted that HR activities that need most improvement are payroll (processing, direct deposits, access to on-demand pay and pay stubs), employee engagement (collaborating, recognition, feedback), and learning management (training and professional development.)

What can you be doing more at your company to create an environment that improves your employee experience? How can you create a more meaningful experience that encourages them to keep working at your company? The new year could also be a good opportunity for an employee survey to see if there are any areas that employees would like to see improved at your company to foster a better employee experience. The more meaningful the experience is the longer the employee will want to work at your company.

6. Greater Focus on Diversity and Inclusion

Over the past couple of years, HR departments have invested more time and money in Diversity and Inclusion Efforts (DEI). This is expected to be an even greater focus in 2023. According to Glassdoor, two out of every three job seekers look for companies with diversity during their job search.⁷ Especially among the younger generation, this is something that is important to them when choosing an employer to work for. In fact, Deloitte reported 83% of millennials say they are more engaged with their work in an inclusive environment.⁷ When thinking about initiatives to attract and retain younger generations, this is something that should be kept top of mind. To eliminate bias in recruiting, companies will look towards more candidate evaluation tools that can help when hiring new employees. They will also look towards implementing DEI programs at their company.

Ready, Set, Staff!

Overall, many of these trends are what we have already been seeing over the past year and even the past couple of years. Some companies may already be on track to embrace these changes as they develop more in 2023. If not, consider re-evaluating your 2023 company goals and see what ways you can prepare for some of these trends in not only 2023, but in the long-term!

Sources

1. [Business Insider](#)
2. [UpWork's 2022 Freelance Forward survey](#)
3. [Robert Half's latest Job Optimism Survey](#)
4. [iSolved Pause, Pivot or Plan: HR Trends of 2023 Survey](#)
5. [LinkedIn's State of the Labor Market](#)
6. [Indeed](#)
7. [Forbes Advisor](#)



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

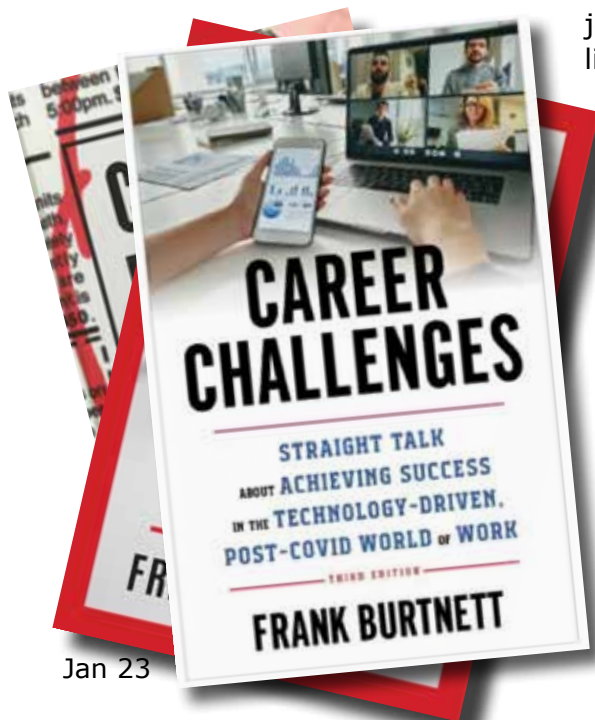
Life-work balance will pay significant dividends for both.

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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.



Staffing Company Owner? Here's 10 Things You Need To Know About Getting Paid

By Lynn Connor

Adams Evens & Ross handles collections for the Staffing & Recruiting industry. I am well acquainted with AER because as a past owner of a staffing firm, we used them more than once. We didn't have a huge amount of past due debt, but if we ran into a client who wasn't paying their invoices - they piled up quick and the total due did too.

AER was so successful when I did need to turn an account over to them, that I learned if for some reason they couldn't collect money due to us, we would never be paid. This company knows everything there is to know about credit, collections and equally important - how the staffing industry works.

If you handle A/R for your staffing company, it pays to know a few things:

1. If a company files for bankruptcy and this firm paid you within the last 90 days, the bankruptcy trustee can make you return those funds. It is called a preferential payment and AER has at least six clients a year that have faced this issue.

This happened to us when we owned Reliance Staffing & Recruiting and I was flabbergasted. So if you suspect a client of yours is in trouble, don't wait to pursue getting paid as time is not on your side.

2. Most companies that go out of business never file for bankruptcy. The fact is there is no reason; they simply walk away from the corporation. Yes, you can sue the company and you will get a judgment, but if there are no assets you will never be able to collect.

3. If you have a debtor sign a personal guarantee and then puts a title, for example "President," next to his/her name, this more than likely voids the personal guarantee.

4. If you do not have a signed contract in the state of Massachusetts, you will lose the case if the debtor's attorney is aware that the Massachusetts Supreme Court has ruled that there is no agreement without a signed contract.

5. You must register in the state of New Jersey as a licensed recruiter or temporary staffing firm. Failure to do so means that you cannot use the New Jersey court system if you have a dispute or if the debtor fails to pay you.

6. If you do not have a signed contract, you cannot recover interest or legal fees.

7. If you accept a credit card payment, the debtor could try to reverse the credit card charges for up to 12 months after the charge. If you do not have the proper paperwork, the charges could be reversed and the funds pulled out of your merchant account.

This just happened to me from a building contractor who did not perform services. I was able to receive all my credit card charges back from January 2022. As a staffing firm ensure you know your client/debtor and that they won't dispute charges already paid by them. If a client is

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unhappy, you typically know that the same day and they will refuse to pay their invoice before they receive it. If our client called our staffing agency with a legitimate complaint, we didn't invoice them.

8. To be a secured creditor, you only have to have the debtor sign a contract that gives you permission to file a simple form called a UCC1 with the courts.

9. If a company does not pay you and you share this information that this company does not pay any of its vendors, that firm could sue you and win. It happened to one of our clients last year.

10. A company can try to reverse a check that might have cleared months earlier. Also, you can demand that your bank refund you the money.

COATS Staffing Services is integrated with [Adams, Evans and Ross](#). If you have an account you need to send to collections, you can do so at a click of a button. If you have a question on any of these issues, email Wilson Cole at wilson@aercollections.com where he will share quick videos on each topic compiled to give you more information. If you need help on any client invoices immediately, call 800-452-5287 Ext 6578.



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.

An advertisement for COATS Staffing Software with a dark background and green abstract patterns. At the top, the text "ONE, AND DONE" is written in large, white, bold letters. On the left is the COATS Staffing Software logo. On the right, a quote is enclosed in a white box with large quotation marks: "THANK GOODNESS WITH COATS I CAN DO IT ALL. YOU GUYS ARE THE ABSOLUTE BEST IN THE INDUSTRY." Below the quote, it says "Theresa Monica, Glendora Employment Agency". To the right of the quote, the phone number "1-800-888-5894" is written vertically. At the bottom, a list of services is shown: "SELL, ADVERTISE, RECRUIT, ONBOARD, VET, PLACE, PAY & INVOICE, AP & GL".

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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?

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The Simple Roadmap to Scale Your Recruiting Business with Certainty

Question:

What does the process look like when you put all the pieces you have given us together? You are saying elements of greatness, and I want to put it all together in a better way.

—Jen

It's a great question. We will map that out with you if you are a current client. I am just giving you answers to questions in the Inner Circle Club. In our Ignite and Platinum programs, we create the roadmap together so that you are in the right niche, have the right metrics, coach you on your mindset, and coach you on your business strategy. First, we look at where you are, determine where you want to be, identify that gap, and outline exactly the next steps for you to take.

When you put it all in place, the process is to develop your niche, understand your metrics, hit your activity targets, and make investments based on your business goals and metrics. We know that in this economy, we still have not seen any change in the metrics. You will get a job order for every 12 marketing conversations, even in a new niche. You can then determine if you want to earn money upfront; our clients have very little resistance to getting a deposit-based search.

Understand Your Metrics

Let's say it is pure contingency and your job order to placement ratio is 4 to 1. You take a job order a week, meaning what do you need to do? On average, you need to talk to 3 prospects a day, 15 a week. That will give you one job order you can search on. If you take 4 job orders a month that you can search on, you will make one placement a month and get an average fee of \$25,000. This is what we see in our client base right now. Some are \$20,000. Some are \$30,000 - \$40,000.

Hit Your Activity Targets

What does that look like implementing it? If you want to bill \$300,000 or a desk to bill \$300,000 with an average placement fee of \$25,000 and an 8 to 1 first-time interview (FTI) to placement ratio. Most of our clients are in the 6 to 1 range, but I am being conservative with a ratio of 8 FTIs to placement, so that recruiter needs to, or you need to, arrange 2 first-time interviews per week. If you arrange 2 first-time interviews per week and those ratios are true for you, once we measure those, I bet a huge chunk of my investment portfolio that you will be at \$300,000 or greater at the end of the year. I have never seen it not happen. That is the key.

When you stop focusing on placements and start focusing on activity, and knowing what the activity goals are to hit your revenue goal, then you are not stressed – I shouldn't say not stressed out – we are always a little bit stressed out. You know you are on target to hit your revenue goal. You know precisely when your day is over.

Trust the Process

We had a few clients at our Mastermind in Boston, and their revenue was a little lighter the last couple of months, and they said, I am not worried. I'm like, why? They said, well, in the last couple of months,

Ask Coach Mike

our interview-to-placement ratio has spiked to 10 to 1. We are typically a 5 to 1, so I am due for 5 placements at a firm level. I said, alright if I check in with you by the end of the quarter, most of those will probably be there. It always happens.

When you put it all together, if we go back to the beginning, you have defined a niche you are targeting. You are talking to 3 prospects a day to get 2 interviews a week. At 15 to 1, you must talk to 30 candidates per week. That is 6 a day, so you have 9 conversations per day, 3 with prospects, 6 with candidates. Statistically, that will lead to a placement a month. This business is not that perfect, meaning they do not land every month. You might blank two months and make 3 in one month, but you will average a placement a month and have \$300,000 billed by the end of a 12-month period.

Invest Based on Goals and Metrics

The other good news is that you can make business decisions on investing. Once you create that consistent revenue, you will leave money on the table. You can ask yourself if you want to hire a sourcer to recruit on your openings because you cannot get to them all, even as a solo operator. We had a number of solos that finally see the light go on, that they can hire somebody virtually, even part-time, to give them searches that they do not have time to get to that can add an interview a week. If they add an extra interview a week, they are adding \$150,000 in revenue a year, and you are not working any longer or harder.

You can now use those metrics as benchmarks to hold people accountable and forecast your revenue with 95% certainty. Their interview-to-placement ratio will be the same as yours because it is your desk where you manage the quality of the candidates. You are going to determine who to submit.

Start the Journey

I would take this question and go in deep with one of our growth consultants on what you want to create in your business. We will be thrilled to do that for you. Click here to schedule a free strategy session.



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The \$4.2 Million Reason NOT to Block Negative Online Reviews

By James Moul

Honesty and transparency have always played a key role in maintaining your staffing firm's online reputation, and so much of your online reputation revolves around the reviews that clients or candidates leave on sites like Google and Facebook.

That makes it tempting to get rid of negative reviews in order to highlight the positive ones.

But a recent court case illustrates why "review gating," or selectively blocking negative reviews of your company, can create potentially harmful—and extremely expensive—liability issues.

Online fashion retailer Fashion Nova was required to pay [a whopping \\$4.2 million](#) to settle allegations that it blocked negative reviews of its products from being posted to its website, according to the Federal Trade Commission. To put it simply, they engaged in review gating—and it cost them, big time.

No one is forcing your staffing firm to list negative reviews on your website, or keep them on Google or Facebook. But handling this the wrong way can backfire. So, what should you do with your negative reviews?

What Should You Do With a Bad Review?

Can you simply delete all your bad reviews? Technically, yes, but it's not a good idea. [Google's Terms of Service](#) prohibit the practice of review gating, and as we've learned, it can prove costly to defy them. Plus, having only five-star reviews and nothing less makes you look inauthentic.

Here's a better plan for handling your firm's negative reviews in a positive way - protecting your reputation while keeping your staffing firm safe:

Address the complaint and look to move the conversation offline.

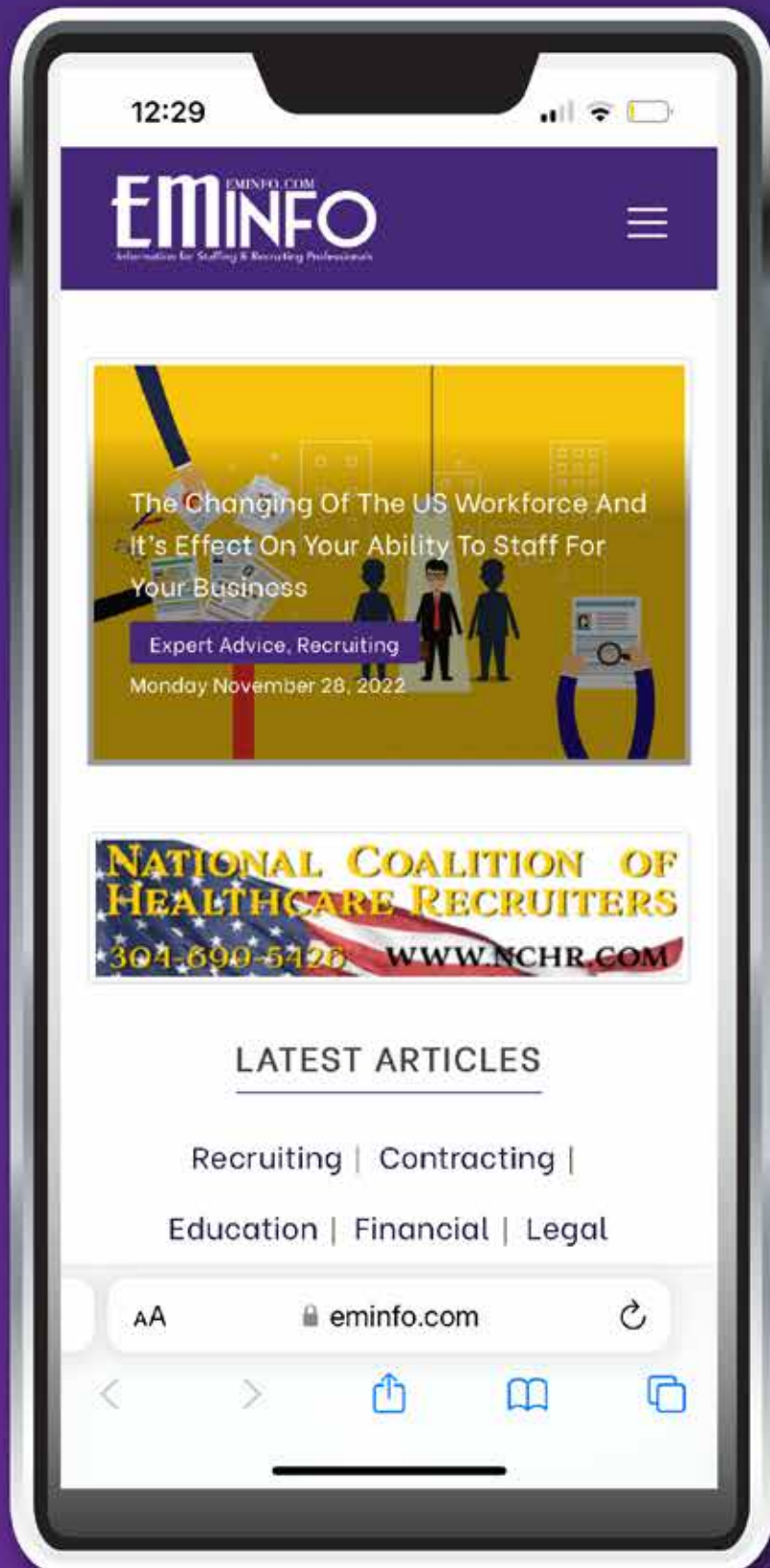
Even if a person's complaint was completely unfounded, it's best to address the review in a polite manner and then attempt to move the conversation offline. You might respond with something like: "Hi [customer name], thank you for the feedback. I'm very sorry to hear that you didn't have a great experience. If you could call our offices at XXX-XXX-XXXX, our management team would be happy to speak with you and help in any way we can."

This shows everyone looking at your reviews that you truly care and are looking for ways to improve. It demonstrates to both candidates and clients that you're honest and will do everything you can to help.

Don't engage in "he-said, she-said."

You'll lose. If the bad reviewer gets combative and won't listen to reason, there's no sense in going back and forth to try and convince them. Engaging in an online argument will only make your firm look petty and further damage your reputation. If the negative reviewer escalates to rude comments or harassment, it's time to ban them from your page.

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Put a proactive plan in place to build positive reviews.

The best way to combat negative reviews is to overwhelm them with positives. Put a plan in place to encourage happy clients and candidates to share their great experiences on sites like Google and Facebook. That way, your best clients and candidates will share the truth about your great service and drown out the trolls who just like to complain.

Use review data.

Rather than simply cutting and pasting your best reviews from Google Reviews, for example, and putting them onto your firm's website, use a tool that utilizes review data. These tools allow for reviews placed on other sites, like Google or Facebook, to appear directly on your staffing agency's website. This allows you to set rating thresholds for what reviews will appear, as well as manually hide and show reviews, without running afoul of Google's terms.

Qualify the reviews you share.

If you do include only positive reviews on your website, be sure to qualify them. For example, include a headline like "Check Out Our 5-Star Reviews" so it's clear you're only displaying five-star reviews. Otherwise, your review section might look ingenuine or manufactured.

Need Help With Online Reviews?

Haley Marketing's [reputation management service](#) helps your company get more positive reviews while limiting and staying on top of the negative ones. If you're ready to take control of your online brand, [contact us today to learn more.](#)

***Disclaimer: The content in this post is for educational purposes only and is not intended as legal advice.*

Author bio; James Moul - James' first crack at writing came when he was a young boy and wrote stories about aliens and monster-hunters. He studied professional and creative writing at college in Pennsylvania before becoming a freelance writer. Now, he's been a content writer and copywriter for almost a decade and couldn't be happier to put his talents to good use in the staffing industry as a part of the Haley Marketing team. When he's not working, James enjoys spending time with his wife and pets, fostering the occasional dog, trying out new restaurants and breweries, playing the drums, reading good books, and watching great documentaries.

JUST ASK Judy



Dear Just ask Judy:

My company does everything we can to ensure a safe workplace and our insurance claims history bears this out. Regardless, my Workers Comp premiums never seem to go down. What can we do to reap some rewards for the outstanding safety culture that we have built?

~ **Serious about Safety**

Dear Serious about Safety:

It's frustrating to watch your premiums go up and never get any of that money back. Many companies have looked for alternatives including Self-insurance, Retrospective (Retro), and Group Captive (GC) plans. Each of these allows you to share in the good claim year profits and the bad year costs. These options come with minimum premium and cash flow requirements to be eligible.

I spoke with John Denman of Insurance Marketing Agencies, Inc. to learn more. John explained the pros and the cons of each:

Self-insurance is reserved for large companies that can pay the first few hundred thousand dollars of any claim. If a company can do this and the program is set up correctly, the company can enjoy profits in good years and can limit the bad year costs.

Retro plans offer some return of premium but have an upside cost if claims are more than expected. Companies hesitate to offer Retro plans and they are usually biased in favor of the insurance company.

Group Captives offer partial ownership of your own insurance company, along with other financially strong, best-in-class companies in your industry. Some benefits of a GC:

- Member/owners get control over premiums, claims, and coverages.
- Premiums are often lower than traditional insurance companies and more consistent year-to-year.
- Safety and claims management is the focus, ultimately improving both employee and public safety.
- Operating costs may be reduced, ultimately returning profits to the members as dividends.
- Member/owners can be as involved as they like in the operation of the GC. The group usually offers exotic travel opportunities to meet your fellow owners while conducting group business.
- Other benefits include just one WC (composite) rate for all employees regardless of the industry, simplifying the end-of-year WC audit process. As an owner you have input into how each claim is handled, since it's your money that's being used to pay your claims.

John noted that any stable company with long-term financial strength and a commitment to safety should consider a Group Captive if their claims are better than the industry average and their premiums are at least \$150,000 per year. It is important to partner with an agent who has established relationships with GC managers and who has knowledge of how those GCs function, since this isn't something most agents understand.

I thank John for taking his time to offer some insight into this complicated subject and encourage anyone with more questions to reach out to John directly. John can be reached via email at jbd@imaagency.com or by phone at 978-852-3418.

Please submit your questions to **Just Ask Judy** at
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NAPS Harold B. Nelson Lifetime
Achievement Award Winner

Judy

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!

The Pros And Cons Of Utilizing Assessment To Hire

by Barbara Bruno

Many of your clients use assessment tools to assist with their hiring decisions. Have you ever wondered if this would help in the hiring decisions you make for your own business?

We are sales organizations who need to hire individuals who can influence others. That ability can be identified through assessments along with many other traits.

VARIOUS TYPES OF ASSESSMENTS

There are many different methods that can be used to assess a potential hire. Some of the most common include:

1. Workplace Observation
2. Skills
3. Third Party Report
4. Assessment Tools
5. Projects | Assignments

PROS AND CONS

Workplace Observation	
Advantages	Disadvantages
Assurance that evidence is authentic, valid, and current	Candidate may feel pressured, affecting performance
Assessment done in the workplace	Assessor needs access to workplace
Can illustrate competence through use of workplace resources	Candidate should be observed over a longer period of time to observe their abilities
Hearing about a job is very different from actually doing a job	This could reduce candidates interest level

Skills	
Advantages	Disadvantages
Proof that a candidate possesses specific levels of expertise in specific areas	Some people do not test well, even when they have the chance to retake a test
Verifies abilities of candidates prior to a hire	
Scores quantify level of ability	

Third Party Report	
Advantages	Disadvantages
Can provide useful backup	Need to confirm that information is authentic and current
Process need not be complicated. (Third party completes form or checklist)	Third party must be informed and credible

Assessment Tools	
Advantages	Disadvantages
Acts as a springboard for conversation and team building	Must be used company-wide to be effective
Improves employee and workplace communication	Need to understand your own style in order to help hiring decisions
Helps you to understand people who aren't like you... or are too much like you	Most effective when using a benchmark set by prior high achievers
Reduces conflict and avoids misunderstandings	Only effective when you determine upfront the type of person you need to hire

Projects Assignments	
Advantages	Disadvantages
Can provide extensive information on a candidates' skills, knowledge, and experience	Requires writing and presentation skills
May be used in both group and individual assessment	May not be a good indication of workplace competence
Allows for differences in learning styles	May be judged on presentation rather than content
	Difficult to confirm validity

RETURN ON YOUR INVESTMENT

Your team can make or break your business. You are only as strong as your weakest employee. People are not your greatest asset unless they are the right people.

Now That I Have Your Attention

Your hiring process needs to produce individuals who will become peak performers. Too often you hire ducks, expect them to be eagles and they are a very happy duck.

I have advised two types of assessments when hiring:

1. Workplace observation
2. Assessment Tools – I've used **DiSC®** for over twenty years

WORKPLACE OBSERVATION

Telling someone about your opportunity is very different from having them observe what we do and giving them a chance to get on the phone and experience what we do. One of the steps in my hiring process is to bring someone in our office and have them observe our team making sales presentations. Thirty percent of the time, the candidate will approach our managers and ask, *"How long do I have to do that, until I don't have to do that?"* This is after two interviews, job descriptions, sharing expectations, asking them to review our website and marketing materials, and they ask that question.

For the individuals who don't approach our managers, we bring them in after one hour and ask if they could see themselves doing the job. When they reply, *"Of course"* we give them the opportunity to make calls. We role play with them, give them a gmail account and explain that if they have someone send them a resume or CV that we end up placing we will send them \$500 whether we hire them or not.

One out of two that we put through this process is eliminated because of many concerns including phone fear, too loud, too social, too analytical, too negative, etc. The 30% we hire have worked out, which is why I'm a firm believer in bringing someone into our office for four hours as part of our hiring process.

ASSESSMENT TOOLS

I have used the **DiSC®** Assessment Tools for over twenty years when hiring for my own company. I've learned that when someone scores a very high "I" which indicates the ability to "influence" others, they do very well in our business. I personally have a very high D and I which is great for anyone who manages and sells.

Early in my career I realized I did a great job hiring for everyone else, and for myself - not so much. The **DiSC®** Assessment Tools helped me clarify that my interview evaluation was in fact accurate. Of course, I also look for individuals who have had a history of high achievement and want to sell.

PASSIVE INCOME OPPORTUNITY

I've had many recruiting firms also obtain their **DiSC®** Assessment Tools from us and some have become sub-partners. This means they buy the tools from me and sell them to their clients at a profit, making this a source of passive income for them. In this case the **DiSC®** Assessment helps make a great hire and also generates revenue.

There is no way to 100% guarantee you are hiring your next rock star, but all of the assessments I mentioned can help you make a more informed decision.

If you have additional questions regarding the **DiSC®** Assessment Tools, send an email to support@staffingandrecruiting.com.



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Power Corrupts

By Michael Neidle

There is a saying that power corrupts, and absolute power corrupts, absolutely. Business and political leaders have a great deal of authority and can dominate the decision-making process, can unjustly enrich themselves, and can wield sufficient power to intimidate others to do their bidding. This can occur only if and when check and balances are not in place and strong enough to withstand the pressures autocrats have to override these guiderails.

The president, CEO's, and heads of corporate division, or like entities, typically have employment contract tied to their responsibilities and compensation, with clauses as to grounds for termination for cause, such as: ethics violations, theft of company secrets, maleficence, moral turpitude and felonies. Most all of the time such people are properly vetted for their job, having respected people that can vouch for them and this clauses is rarely exercised. But there are times that power goes to one's head and they abuse their authority. Following is 5 of the most famous cases in the last few years,

- Harvey Weinstein, CEO of Miramax, and Weinstein Co. was one of the most powerful people in Hollywood. His sexual assaults were an open secret in the industry. He was eventually convicted on numerous accounts and will likely spend the rest of his life behind bars.
- President Donald Trump was found guilty of tax fraud in NY and referred by the special US congressional committee for 4 articles of criminal conduct to the Department of Justice. He appointed people within the government ignore avoid check and balance as to his actions.
- Elon Musk the CEO of many tech co. makes the key decisions and recently bought Twitter, fired, or caused $\frac{3}{4}$ of the staff to leave (see my last LI article) and made a hot mess out of it. He was over his head and will appoint a new CEO, as advertisers and users fled, and Tesla stock tanked.
- Les Moonves CEO of CBS sexual assaulted six woman there and was forced to resign. The LAPD warned the company about the allegations which fell on deaf ears due to his power.
- Elizabeth Holmes founder of the failed blood testing start-up Theranos was convicted of fraud and sentenced to 11 years in prison. She fancied herself as the female Steve Jobs. Everyone know the company was faking the tests but kept quiet, afraid of losing their job.

The Board of Directors may doing their job, but often are compromised or not up to then task. This is do several factors: They are not knowledgeable about the company or don't have the facts necessary to make an informed assessment, contribution and oversight; they are handpicked by the CEO/President who they are indebted to them and won't make waves; they are a high-profile person who are only a members of the Board for the image in influence they have, such as Oprah, Shaquille, O'Neal, Lynn Swan, and Serena Williams (this is not a new phenomenon, with Cary Grant, Grace Kelly, and Billy Jean Smith being on boards before).

A new method to keep everyone honest is used by some of the healthiest companies, where executives "manage" each other. They question and challenge one another's actions respectfully, gather information, and offer constructive feedback. Experts examined the practices of managing up (your bosses and others senior to you) and managing "sideways" (ones colleagues) in a study of chief executives. CEO's need the insights and pushback of trusted executives to do this, but only when people are secure in their positions and know they can get another good job if they have not real power or forced to leave.

So, hopefully you are a good executive, and have been doing things the right way with proper oversight and checks and balanced. You are in it for the long-term betterment of the company and not for your personal aggrandizement, power and all the "other stuff"? As sometimes one can get the two of these things intertwined in one's mind as being the same thing. They're not. Power corrupts, and absolute power corrupts, absolutely.



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.

US Hiring Stays Strong But Is That The Whole Story

By Henry J. Glickel

Rising inflation and a slow-growing economy might sound like a recipe for reduced hiring, but the opposite was true in at the end of this year. According to the US Bureau of Labor Statistics¹, employment increased by 263,000 in November and the unemployment rate was unchanged at 3.7 percent last month. Defying skeptics, the labor market has continued to grow, adding many jobs over the last year. As well as increased hiring, wages are also rising, with average hourly pay jumping 5.1% in the last year alone. Moving into 2023, this is great news for candidates and companies alike as higher wages attract better talent and more openings create opportunities. But it's not all positive. There are some areas of concern to be aware of.

Inflation is a concern

Of the 263,000 jobs added in November, 178,000 came from three industries - leisure and hospitality, health care, and Government. Steady hiring in these areas and increased wages are helping US families to drive the economy, with consumer spending rising at a healthy pace, even after adjusting for inflation. This follows a contraction in the first six months of the year - something that could represent a turning of fortunes. Unfortunately, increased reliance on credit cards and savings has sparked renewed concerns about a recession in 2023. This is also partly due to the Federal Reserve's aggressive interest rate hikes. These concerns are creating some uncertainty around the job market into 2023.

Some sectors are struggling

While certain sectors are flourishing, others are showing signs of weakness. It's no secret that the tech sector is facing significant issues with huge numbers of layoffs, as are many others. While it sounds like this would put companies back in the driving seat, the opposite remains true. It is still a candidate-driven market.

This increases competition for candidates and creates a situation where your benefits matter as much as, if not more than, the salary you're offering. Businesses are having to spend more in order to attract the right candidates, and this is happening across the board.

Is the Great Resignation over?

There are still many companies out there that are looking to attract top talent, as well as many companies trying to entice people back to the office with mixed results. What we're seeing more and more as we edge towards a recession is a phenomenon called "quiet quitting"². We're all familiar with the concept of "phoning it in" but quiet quitting is a little different. It's a way for people to take control of their work/life balance by setting stricter boundaries and only doing the bare minimum expected of them. They keep their jobs but don't volunteer for anything extra, aren't available outside of normal work hours, and don't take part in other workplace activities. They have little or no interest, enthusiasm, or vigor for the activities they're doing. They put little effort into their day-to-day role as an employee and the interactions they have with fellow employees. This phenomenon has become more visible since the pandemic and had become more prevalent in the last year or so. Gallup estimates that at least 50% of the US workforce is quiet quitting³, signalling that this is an issue that could get worse. The reason it's an issue is that most jobs require at least some level of collaboration with colleagues so if this isn't happening, it may have an impact on overall company culture.

Benefits attract and keep top talent

One of the best ways to attract and keep top talent is by offering a comprehensive benefits package. Companies adopted remote working during the pandemic, helping employees achieve better work/life balance. As evidenced by the quiet quitting phenomenon, many candidates are keen for this to continue and are looking for either fully remote or hybrid working patterns. According to a 2018 Statista survey, 72% of people think work-life balance is very important³, and this will have only increased during the pandemic. One way to meet these expectations is to offer some degree of flexible or hybrid working wherever possible and suitable. If you need help assessing your benefits package, take a look at our blog⁵ and get in touch if you still have questions.

Due to older generations retiring later, there are fewer opportunities for younger generations to progress within the workplace. Only one in three managers are engaged at work⁶, and this has an impact on their team. It results in a drop in employee happiness, which in turn may increase staff turnover. Engaging your employees at the management level improves morale which then trickles down to the rest of your staff. Providing a benefits package that your managers are happy with can have a positive impact on the entire company.

Recruiters can help

Attracting, and most importantly keeping, top talent doesn't have to be a guessing game. Recruiters help you find people who are the right fit for your company, always bring their enthusiasm to work, and will be with you for years to come.



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.

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NEWS RELEASES

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."

Why Move For Hunger?

As a national nonprofit organization that has created a sustainable way to reduce food waste and fight hunger, Move For Hunger has mobilized moving, relocation and multi-family housing industry leaders so their customers, clients and residents can donate their non-perishable food when they move. To learn more, click here.

About Mayflower

Mayflower is America's most recognized and trusted moving company. With headquarters in suburban St. Louis, Mayflower maintains a network of 200 affiliated agencies. For more information about Mayflower Transit and its services, visit Mayflower online or find us on social @MayflowerMoving or @MayflowerMovingCompany.

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Letter From The Editor



Don't miss out!

What a roller coaster year 2022 was. With all the ups and downs of the past year, it is important to stay positive and focused on your business successes. In this informational world we live in, sometimes we need to keep the basics at the forefront. The act of writing a note or calling to check up on relationships is just being smart. Kindness and empathy are also important to remember as everyone has their own problems and priorities.

Keeping on tasks help to run our businesses and remembering those important steps to close the deals.

Within this issue, author Barb Bruno reminds us all that assessments can be utilized to make hires for your own firm. Also, in this issue is how to keep positive reviews on your company across the online media platforms.

Enjoy reading about the past and future trends that keep affecting your clients and candidates. According to Henry Glickel's article, U.S. hiring stays strong but you need to stay up on the trends. Informing your clients what they need to be aware of is a positive way to let them know you are a good industry resource for finding them quality people.

In Jennifer Roeslmeier's article on staffing trends, she lists one trend on caregivers, especially women, preferring flexible schedules and freelance work to earn extra money. Other studies show the great resignation continues which should keep staffing and recruiting experts busy.

Keep the positive stories rolling and have a great new year.

Pat Turner

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