Pay Transparency Aim is a Level Playing Field

How Back Office Staffing Software Beats Payroll Service Providers

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Events & Trainings

CSP Annual Conference
May 10-12,2023
San Diego
Register here

ASA Staffing World
Oct 3-5, 2023
Register here

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

How Back Office Staffing Software Beats Payroll Service Providers

By Terri Roeslmeier

On the back office side of staffing, there will always be a hunt for inefficiencies or cost-reduction. In some cases, that might even lead decision-makers to outsource to payroll service providers in the hopes of adopting the most cost-effective option. However, when staffing software is equipped with back office features that lower the cost associated with AR/AP, payroll, and other financial duties, it's worth comparing the advantage. In many cases, the back office staffing software provides features that payroll service providers can't beat.

1.) Time Capture Integrated with Front Office

Speed is central to effective staffing operations. That is especially the case when you are working with contractors waiting for their pay. With some payroll service providers, you will need to use their proprietary software or a customized version of one of the big payroll programs for any time capture. That means that someone on your team will need to import new hires, upload them into the payroll provider's database, and verify that the addition was a success. Adding an additional workload just isn't necessary.

With back office payroll software, an entire step is removed from the process. The time capture feature is linked directly to the front office portion of the software. As a candidate is being added to the recruitment CRM, that person is instantly available to the back office side. Fewer steps mean that there are fewer opportunities for a glitch to occur. Moreover, it means that there will be fewer flustered calls trying to sort out why a contractor has not been added to the payroll service's system. Keeping everything internal keeps headaches to a minimum.
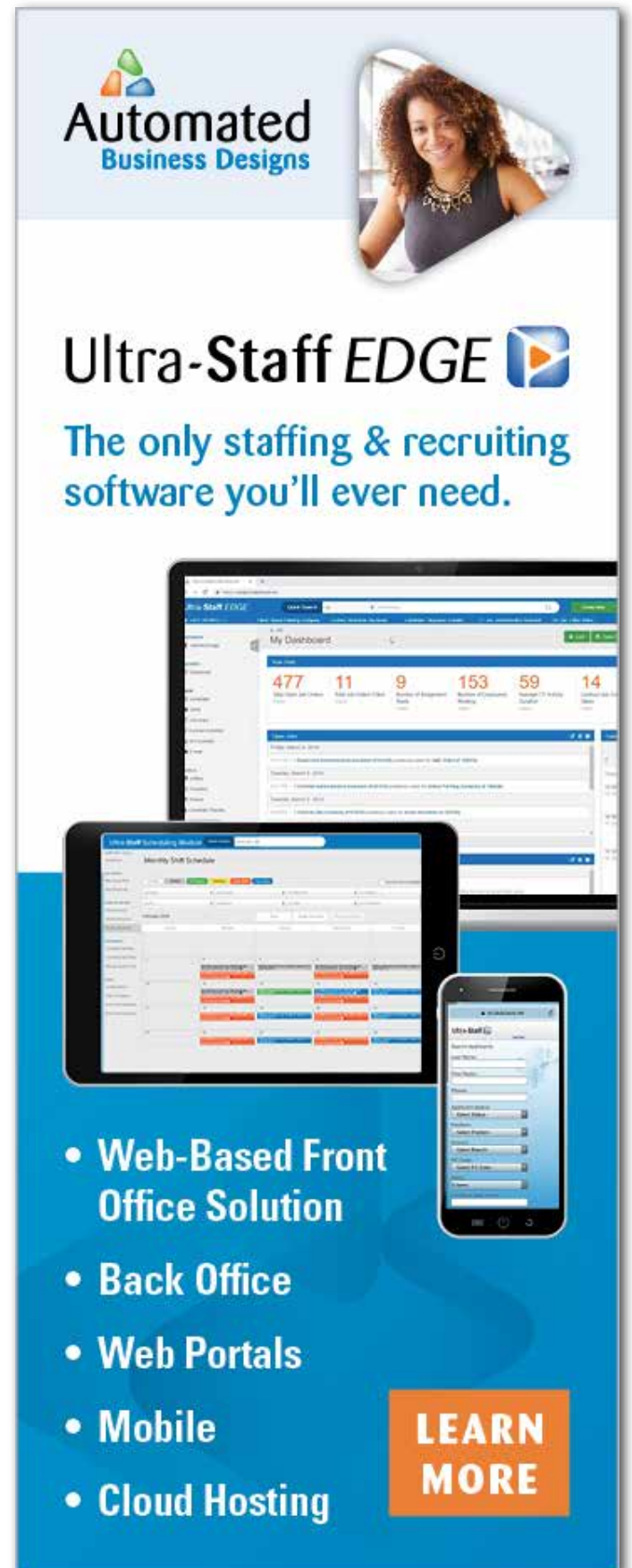
2.) Invoicing Options are Tailored to Staffing

Very few industries can claim the hodge-podge assortment of invoices that staffing firms regularly issue. Differences between direct hire and contractors, differences between multiple industry lines, and differences between multiple branches require a bespoke touch. Most payroll service providers are not geared toward the staffing industry, so their invoice options lack the spectrum.

Back office payroll software is designed with staffing software customization in mind. Multiple invoice formats tailored to the staffing industry come standard with top of the line platforms and in some cases, there is even the potential to customize those invoice forms further. Regardless, the variety of staffing invoice formats means there is less upfront negotiation and there is little learning curve for the back office software to adjust to *you*.

3.) Unrivaled Sales Analysis Reporting

Executives and branch managers need thorough reporting to be available at the click of a button. When they go through a payroll service provider, there may be some level of passable reporting, but odds are low that

there is up-to-the-minute integration with the actions the AR/AP, sales, and recruiting teams are taking.

Of course, managers will be able to check last month's margin and billing figures at the beginning of a new month, but they tend to have a harder time trying to access those reports in real-time as they try to push their team to achieve certain goals.

Because the financial and recruiting side are so completely integrated, total sales analysis is much easier to conduct on back office staffing software. Gross margin reporting, client billing, commission reporting, and even revenue forecasting is generated from internal data. There is minimal lag time between the instant a new deal is closed or an invoice is paid and the moment a decision-maker can access that information. The comprehensiveness of the staffing software platform itself makes the whole process a breeze.

Finding the Right Back Office Staffing Software

Knowing the potential of complete staffing software (with strong back office and front office features) is only the starting point. The variety of staffing software out there makes the decision-making process less than straightforward. Testing the software first-hand helps to separate top-tier solutions from the payroll software that is only a grade above payroll

Terri Roeslmeier is President of Automated Business Designs, Inc., software developer of Ultra-Staff software for the staffing and direct hire industry. Ultra-Staff is a full-featured business solution with components for front office, back office, mobile and web suite. For more information on Ultra-Staff go to www. abd.net.Automated Business Designs develops the enterprise class staffing and recruiting software solution, Ultra-Staff EDGE. Designed for temporary, direct hire, and medical staffing, Ultra-Staff EDGE offers a full-featured business solution that includes front and back office, onboarding, web portals, mobile, data analytics, and scheduling. For more information on Ultra-Staff EDGE, visit www.abd.net or schedule a demo to see the difference an all-in-one staffing software solution could make for your business.

Dr. Frank Burtnett 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 Burtnett responds personally to each career question. EMinfo readers are encouraged to submit their questions for Dr. Burtnett at ednow@aol.com

Pay Transparency Aim is a Level Playing Field

EmInfo Reader: How would you characterize pay or compensation transparency and how has it affected the current employment marketplace?

Dr. Burtnett: As the current generations of participants have entered and more about the American workplace, they have sought and a now receiving greater transparency as a step toward achieving pay equity and a deterrent to discrimination, and other compensation inequities. In the real world, it means that pay and benefits are no long considered secrets, arrangements known only to the employees and employer. A subject, once considered "taboo," is now out in the open and the subject of growing employee discussion.

Pay or compensation transparency is now embedded in the employment laws and regulations that guide a growing number of states and municipalities. It is a legal requirement in places such as California, Colorado, Connecticut, Maryland, Nevada and Rhode Island and on the legislative agendas of a number of states and municipalities. Further, New York City and Cincinnati have enacted a law aimed at pay equity for city workers and New York State has new legal requirements that will take effect later this year. As this Career Mechanic is being written and new legislative bodies are convening around the nation, pay transparency is the subject of considerable discussion.

The popularity of this form of transparency was validated by a 2022 study conducted by Begom, a compensation software company. Their report indicated at 60 percent of American workers would pursue greater compensation transparency in a job change if it wasn't included in their present employment situation. The same report found only one in three employers share gender compensation salary information internally or openly, a matter that almost a fourth of survey working respondents found to a significant employment concern.

Employers over time have not been forthcoming with salary information, a factor that now appears will change as a result of state and municipalities laws. A recent Payscale research initiatives found that 68 percent share pay range information with employees, but only 22 percent include this information in vacancies announcements.

Clearly, pay and compensation transparency has become one of the "hot button" issues within the job search and acquisition process and may arise during search and staffing interaction with job candidates. What remains to be seen is what effect it have make on job structure and work roles.

Learn more…

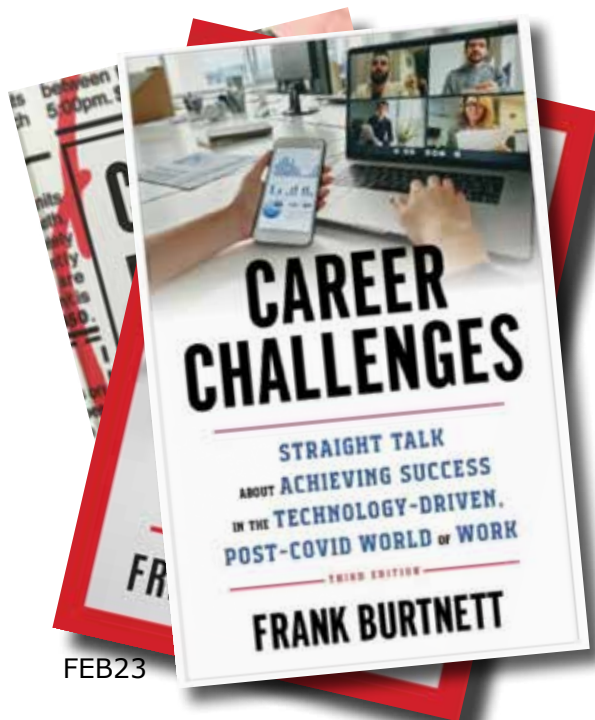Begom Compensation Trends in 2022: Pay Scales and Transparency

https://www.payscale.com/research-and-insights/pay-transparency/

Payscale 2022 Compensation Best Practices Report

FEB23

Staffing Agency In 2023?
Here's How Automation Will Change The Candidate Experience & Recruiting Game.

By Lynn Connor

The art and science of recruiting are changing rapidly as the economy, technology, and our culture evolve. Just consider how much our world has changed in the two years since COVID, and you'll start to understand how the factors that shape our world also shape recruiting and the labor market in general. After the tumultuous two years, how can we predict what's next?

The trend that keeps recurring, stretching across nearly every website predicting what's next for recruiting, is automation. COATS Staffing Software, the nation's leading recruiting software for staffing agencies, pulled together some of the predictions for 2023. Here's how automation will change the candidate experience and the recruiting game in 2023.

What are the Hiring Automation Trends for 2023?
Hiring automation refers to using automated recruiting software to streamline tasks and processes related to the hiring process. Automation allows recruiters to collect, sort, and manage applicant data quickly and easily. It also helps us create a consistent series of touch points for job candidates to keep them in the loop during the hiring process.
Some of the trends that will likely emerge in recruitment automation software in 2023 include increasing reliance on:

- Artificial intelligence
- Chatbots
- Remote interview software
- Automated remote interview software

Artificial Intelligence Everywhere
Artificial intelligence, or AI, is an emerging subset of the computer sciences that uses algorithms to make our computers smarter and more intuitive in their interactions with us, the end-users. AI uses automation to help recruiters identify candidates with the desired skills and qualifications. Predictive analytics can help analyze data on past hires and identify characteristics that help select candidates more likely to succeed. While these are just two examples of how AI will impact the recruiting process in 2023, keep in mind these tools are just taking off. Look for AI to be everywhere in the recruiting and hiring process soon.

Increased Use of Chatbots
Chatbots, or automated chat programs, can answer common candidate questions and provide information about job openings, company culture, and the general hiring process. Currently, your company may be using chatbots for marketing and sales. In 2023, you'll see more chatbots at the front end of the recruiting process to screen candidates with basic qualifying questions before they're funneled on to a recruiter. This keeps recruiters focused on the important human-to-human screening and candidate evaluation workflows that are such a valuable contribution to the hiring process.

Candidates can get an immediate response to fundamental questions about the organization, the culture, benefits, hours, and more. Chat bots can pre-empt the most commonly asked questions during a candidate inquiry. They can save recruiters a lot of the mundane upfront work to qualify a candidate.

On the back end of this process, sophisticated analytics can give you information on the most common questions candidates ask so you can make policy decisions

that affect the hiring process.

Remote Interview Software is on the Rise
We've been hijacking Zoom and Teams for remote interviews since COVID hit. But remote interview software, as a separate category of tools for recruiters, is tailored for the hiring process. Instead of using a generalized video conferencing platform, remote interview software integrates into the automated recruiting software for a more streamlined, efficient process. Some benefits of using remote interview software include the following:

• Increased convenience
Remote interview software allows candidates and hiring managers to participate from any location, which is more convenient for everyone involved. Virtual interviews are particularly beneficial for candidates who live far from the company's office or have other commitments that make it difficult to travel for an in-person interview.

· Cost savings
Remote interview software facilitates cost savings when candidates no longer travel into town to interview with your company. There's an added saving on the subscriptions to stand-alone video conferencing software platforms. Instead, the remote interview platform integrates as a feature within recruiting automation software.

· Great flexibility
Remote interview software provides flexibility in scheduling because everyone participating in the process can take part from anywhere they're located.

· Improved candidate experience
A remote interview can be less stressful and more convenient because the candidate doesn't have the added stress of travel. But this software makes scheduling these interviews easier, with smart calendar features that speed up the process

· Enhanced collaboration
Remote interview software also enhances team collaboration by making it easier to schedule several people in a multi-step interview process. Enhanced Onboarding Process with Recruitment

· Automation Software
Automated recruiting software can help with onboarding by automating certain tasks and processes related to a new employee's introduction to your company. Some of the features of these platforms include:

▪ Sending automated emails to new hires with information about their start date, job responsibilities, and company policies.
▪ Providing new hires with access to company documents, such as employee handbooks, policies, and procedures, through a centralized online platform.
▪ Collecting and storing new hire information, such as employment contracts, tax forms, and benefits documents, in a secure and easily accessible location.
▪ Scheduling and managing onboarding activities, such as training sessions and meetings with team members and HR.
▪ Providing new hires with a personalized onboarding experience by tailoring the onboarding process to their specific roles and needs.

Recruitment automation software can streamline the entire onboarding process, making it more efficient and effective. Your HR team can rest easy knowing new hires are fully prepared to start their new job and become productive team members.

How Can Automated Recruiting Software Help Staffing Agencies in 2023?

There is no doubt computer automation will affect the recruiting world this year. These tools are becoming enmeshed in hiring workflows and intrinsic to successful hiring. One recent survey showed that 35% of talent professionals cite automation as the number

one trend impacting their jobs. But far from being worried that automation is going to take away jobs, many recruiters point out that recruitment automation software will free up their time by eliminating the mundane tasks that bog them down.

For example, automation can eliminate the tedious process of sorting resumes. Today, you can conduct a keyword search from a job description where the database will pull up the top resumes that are the best fit. You can also automate emails to keep candidates in regular communications as they move through the hiring process. While these are just two examples of what we can do today with recruiting software for staffing agencies, these tools are in their infancy.

This year, automated recruiting software can make an even bigger splash in the hiring world. Here are several areas recruiting automation software will make a significant impact.

Applicant Tracking Software Will Improve Efficiency
Automated applicant tracking software will help staffing agencies streamline their entire recruitment process. These tools will help recruiting firms source, screen, and hire candidates more efficiently, freeing up time for recruiters to focus on high-value tasks, such as building relationships with clients and candidates.

Automated Recruiting Software Will Enhance the Candidate Experience
In 2023, this software will provide a more seamless and personalized candidate experience, allowing them to apply and track the status of their application quickly. This improves the candidate experience and will increase the chances of successful placements.

Recruitment Automation Software Will Reduce Time-to-Hire
Recruiting automation software will also increase the speed of placements, allowing these firms to better meet the needs of the clients while increasing their revenue.

Recruiting Software for Staffing Agencies Will Eliminate Unconscious Hiring Bias
While we know HR and recruiting teams do their best to be fair during the hiring process, it's almost human nature to judge a candidate in ways we may not even recognize. Automation can help eliminate the unconscious biases that hold back our diversity initiatives. With recruiting automation software, prejudices will disappear. Plus, sophisticated analytics will track the organization's diversity and whether you're improving on your inclusion goals.

Applicant Tracking Software Will Improve Data Management and Reporting
Automated recruiting software can help staffing agencies track and analyze key metrics, including the volume of placements, the time it takes to fill open positions, and the retention rates of new hires.
Automated Recruiting Software Will Reduce Errors and Improve Compliance Recruiting automation tools can help ensure all necessary documents, such as employment contracts and tax forms, are completed accurately and promptly. This can help lessen the risk of errors and ensure compliance with relevant laws and regulations.

Stay Ahead of the Curve in 2023 with COATS Automated Recruiting Software
Coats Staffing Software is at the forefront of recruitment automation software trends.
We offer our clients affordable, cloud-based, automated recruiting software to help staffing agencies stay competitive and work smarter. Many staffing firms work with a patchwork of software programs, switching back and forth between these tools while losing efficiency and speed in the recruiting process. Our recruiting software for staffing agencies gives you that single source of software truth, handling everything from sourcing on the front end to onboarding at the end of the hiring process. Contact COATS to find out why our recruiting automation software is all you need to make 2023 your best year ever.

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.

How to Prepare Your Recruiting Firm for a Potential Recession

One of our Inner Circle clients asked, "if we have a recession, how should I be prepared to operate?" Great question. And I'll give you a couple of quick tips.

Even during COVID, which was one of the quickest entering and probably quickest exiting downturns, as a company, we sat down with all our coaches and went, what do our clients really need?

Because while there were whispers of things going on in the rest of the world, there was a day when we shut down. I don't think we had more than a week or two conversation about a potential strong downturn or any discussion about a shutdown.

In that downturn, we learned, the interview to placement ratio stayed at six and a half to one, which surprised me in a downturn. What you want to be ready for is if your interview to placement ratio is 6.5:1, it might go to 8:1 as companies get a little pickier.

We found that recruit presentations to first-time interviews go up only about 10 or 15%. So let's say 15 candidate conversations to get one to go on an interview. You might have to go to 17 or 18 because candidates are slightly reluctant to move.

And the big one is, and these were in the worst recessions. So COVID peaked in April 2020 at 36 marketing conversations to one job order. That was the big one up from about 12.

So to say no one is hiring is BS.

Recently, when we were in Boston with our clients, we discussed metrics in a downturn. Every one of our clients measures their metrics because it becomes a predictive forecasting business tool that allows you to sleep at night. It's always a hundred percent certain predicting future revenue.

Again, for those of you who are metrics skeptics, a hundred percent certain to predict future revenue, even solo operators through $10 million, $20 million, $50 million firms work the same. So when you go into recession, yeah, it's harder. Yeah. It's a pain in the ass.

The marketing presentation to job offer ratio went from about 12 again, good economy, about 12:1 to 39:1. So about 320% increase in marketing activity. And, say a 20% increase in recruiting activity, meaning you can throw numbers at a recession and survive.

I asked a couple of the offices that were a million or 2 million in their niche, what percent market share do you have? And all of them were less than 1%, not in the recruiting space, in their niche, all their niche. You know, North America pays hundreds of millions of dollars in search fees. And even if that goes down 30 or 40%, what happens is most recruiters will give up, and they're going to say, why bother their calling?

"No one is hiring" and "No one has openings" are limiting beliefs. In any downturn, 40 or 50% of the recruiters leave. So let's say you ultimately have 50% fewer job orders and 50% fewer recruiters, the ones that survive, if they're aggressive in their marketing and study their numbers, can maintain revenue or survive minimal dips.

And I've seen people grow in recessions because they knew that statistic. I've seen people grow businesses in the downturn because they threw numbers at it. They just got committed to increasing their marketing activity.

Ask Coach Mike

New to Facebook Pay-Per-Click (PPC) Advertising? The Top 5 Terms You Need to Know

By Allison Brock

New to pay-per-click advertising (PPC)?

Learning the terminology that goes along with Facebook advertising campaigns is a great way to get started.

If acronyms or technical terms intimidate you, we have you covered. Our team has put together this glossary of the most popular Facebook PPC terms that will help you better understand how Facebook advertising campaigns are measured – so you know how well they're working for you.

#1. Impressions

Impressions are the number of times a user viewed your ads on-screen (either desktop or mobile).

How Impressions Are Used

Impressions measure how often your ads were on screen for your target audience. This lets you know how often prospective staffing industry clients or candidates have seen your ads. This metric is also great for judging how your brand awareness is improving.

How Impressions Are Calculated

An impression is calculated as the number of times an ad is viewed for the first time on screen. For example, if a person sees an ad and scrolls down but then scrolls back up to take another look, that counts as 1 impression. If an ad appears two separate times on screen in a day, that counts as 2 impressions. Although Audience Network ads are an exception to this rule, impressions are counted the same way for ads containing images and video. This means an impression will be counted regardless of whether the video plays.

Views from bots and non-human traffic are not counted as impressions.

#2. Reach

Reach refers to the number of people who viewed your ads at least once. It's different from impressions because impressions may include multiple views of your ads by the same audience. Reach tells you the number of unique views for your ad.

How Reach Is Used

Reach helps with brand awareness. You can gauge how many people were exposed to your ads during a campaign by measuring reach. Although viewers may not always click on your ad, they may be more likely to engage with your business in the future after seeing your message.

How Reach Is Calculated

Reach is calculated using sampled data. By looking at a representative sample of the data, you can perform a highly accurate analysis much faster than if you looked at the entire data set.

#3. Clicks (All)

The number of clicks on your ads. This metric counts multiple types of clicks on your ad, including interactions with the ad itself, links to other destinations, and links to expanded ad experiences. The metric lets you know how people interact with your PPC ads and how many people take further action by clicking on the ad.

How Clicks (All) Are Calculated

Clicks (All) includes:

- Link Clicks
- Clicks to your business page profile or profile picture
- Post reactions (such as likes or loves)
- Comments or shares
- Clicks to expand the ad to full screen
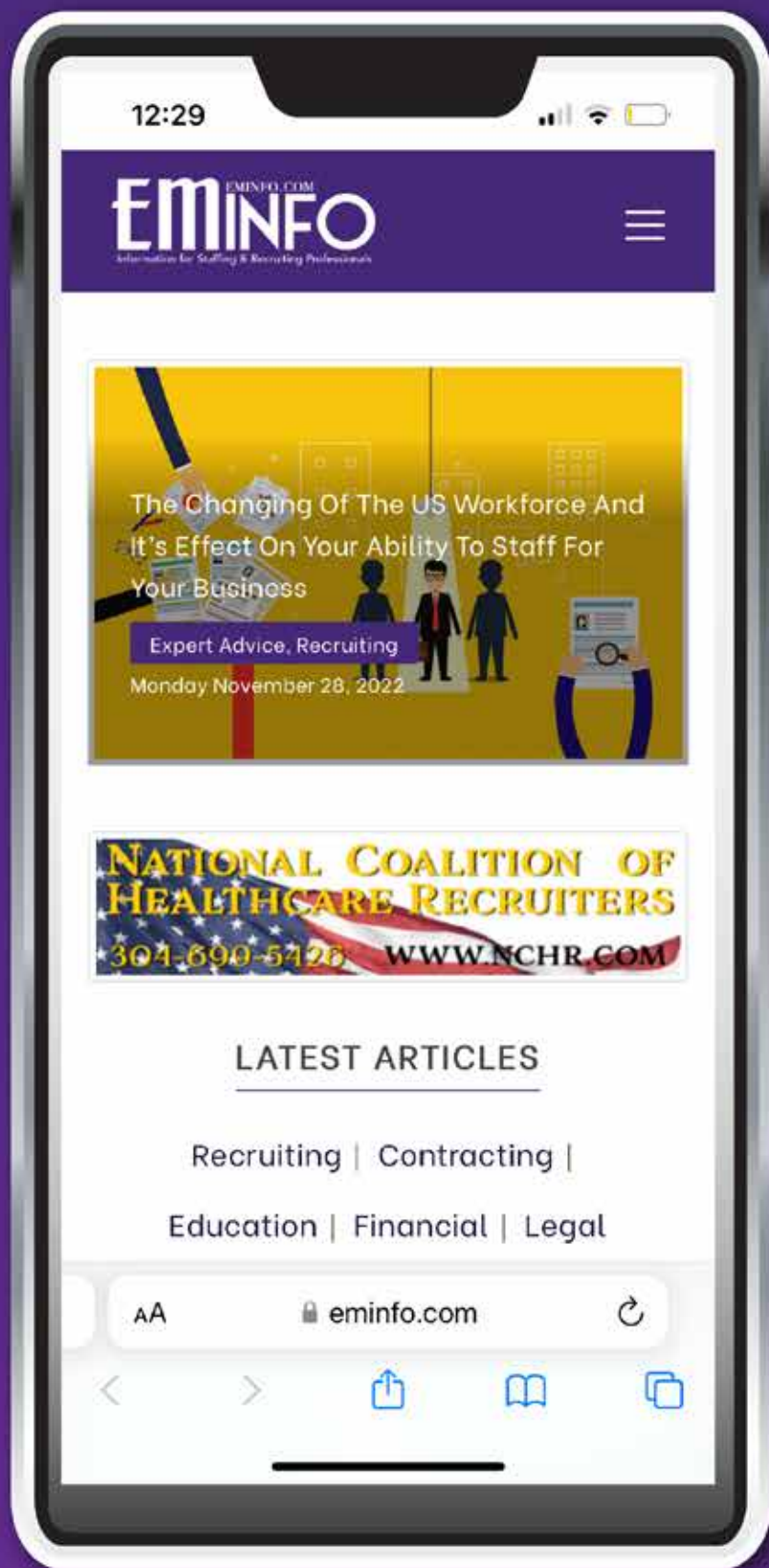
· Clicks that act as "calls to action" (such as liking your Page for a Page engagement campaign)

#4. Page Likes

The number of Page likes on your Facebook Page attributed to our PPC ads. Facebook Page Like Campaigns promote our client's business pages to get users to like their page. This helps our clients expand their following and increases the number of future organic impressions on posts.

How Page Likes Are Used

When users like your Facebook Page, they can follow Page posts to stay informed about your business. We can also use geographic and demographic insights about the people who like your Page to make future marketing decisions.

How Page Likes Are Calculated

This metric counts Facebook Page likes attributed to our ads. It counts two likes: those that occur directly on your Page and those that occur on the Page Likes button in your ad.

#5. Post Engagements

Post engagements are the total number of actions that viewers perform involving your Facebook ads.

How Post Engagement Is Used

People are more likely to interact with ads that are relevant to them. Good engagement indicates your ad is relevant to your target audience. Measuring post engagement allows you to measure these interactions and compare them to other ads or campaigns.

Post engagement indicates that ads are relevant to your target audience, which helps ads perform better. When people see ads that are relevant to them, they're more likely to interact with those ads. This metric lets you measure these interactions and compare them with engagement on previous ads or campaigns.

How Post Engagement Is Calculated

Post engagement includes all actions that people take involving ads while they're running. Post engagements can consist of actions such as post reactions (like, love, care, haha, wow, sad, angry), comments, shares, offer claims, photo or video views, or link clicks.

Post Engagement Breakdown Metrics
· Post Shares
· Post Reactions
· Post Saves
· Post Comments
· Page Likes
· Post Interactions
· 3-Seconds Video Plays
· Photo Views
· Link Clicks

Have questions about the definitions above? Need help running Facebook PPC ads?

Our pay-per-click advertising team would happily discuss your marketing needs with you.

JUST ASK Judy

Dear Just Ask Judy:

There are a lot of staffing firms looking for the same candidates that I am. How do I differentiate my staffing agency from the competition?

… Tentative in Tennessee

Dear Tentative in Tennessee:

Thank you for your question! With so much competition out there, staffing firms must find creative ways of standing out. Most firms follow the same routine practices of posting job opportunities. To dig deeper and to explore innovative ways of differentiating your agency from the field, I contacted Lindsay Stanton, President of Digi-Me. Lindsay explained the importance of leveraging video in today's competitive job market.

Lindsay emphasized that you should go well beyond simply posting a text job on a career site. Promoting your staffing firm and your opportunities with video sells your story in a unique way. With video, you can reach new candidate pools and you can track your results. Lindsay pointed out a few significant reasons to do this:

1. Video is a way to tell a story and really show your brand in a compelling way
2. It is much easier to digest the message from a short video over long text
3. Video is easy to click and watch from a mobile device
4. Job seekers are often watching videos on their social media feeds
5. Search engines, like Google, give preference to video in their rankings

Lindsay commented that when you craft the right 60-second ad using a video, you will attract more candidates. Plus, when you use the right video partner, you can track your results. Knowing where candidates are coming from will help your team strategize how you promote your job openings in the future.

If you have questions about video recruitment and tracking your results I suggest you contact Lindsay directly at Digi-Me. She will be happy to explain to you the benefits of this exciting, innovative technique. You can contact Lindsay by email at lstanton@digi-me.com.

Judy

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

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!

Seven Challenges Of A Producing Owner
by Barbara Bruno

Today, we will address how to master the balancing act of the producing owner. We hire type **A** assertive salespeople, who are motivated by money. Challenges and issues do occur, and you must determine your actions prior to issues surfacing.

Require that planners be completed before your recruiters leave each evening. Every single day, early in the morning or at the end of the workday, conduct a short meeting to check planners. Most ATS systems offer some type of daily planner. or you can utilize your calendar.

Make revisions and suggestions on their planners so they know this is where you focus. The planner holds your recruiters accountable for their daily activities. People tend to accomplish what you inspect vs. expect.

Next let's discuss seven challenges and more importantly, solutions to those challenges.

CHALLENGE ONE: Understanding Your Role – Best Use of Your Time
If you are an entrepreneur and still working a desk, you function in many different roles daily. Review the various areas of responsibilities listed and evaluate your strengths and weaknesses in these areas. This will determine if you need to improve. Then determine the 20% of your efforts that provides you with 80% of your results. There are instances where you will need to stop doing tasks you enjoy, that are not best use of your time.

SOLUTION ONE: Evaluate yourself on a scale from 1 – 10 on the applicable areas listed below (10 being the highest rating).

- Business Plan _____
- Human Resource _____
- Sales and Marketing _____
- Customer Service _____
- Follow-Up _____
- Referral _____
- Back Office | Accounting _____
- Technology _____
- Legal _____
- Administrative _____

If you rated any category lower than a 7, this is an area that either needs your attention or you need to delegate this area. Your value increases substantially when you are focused on those talents which provide you with the greatest results. Conduct a time study for the next twenty working days. Number the items you listed from the most important, which you list as #1, to the least important functions, numbered last. Attempt to delegate the bottom ten items on your list or complete those activities during non-prime time hours.

CHALLENGE TWO: Consistently Attaining Goals and Profits

It is important that you focus on profits vs. sales, especially in the temp or contract business. Goals will only be attained if they are mutually agreed upon between you and your sales team. If you set goals for them, and they do not believe they will achieve them – goals will not be attained.

If you have ever erased goals and not added them to future months, you have sent a loud message that you will not hold people accountable for their goals. You have also allowed your employees to give up their income goals for the year.

SOLUTION TWO: Focus on the WIIFM (What's In It For Me) of your employees if goals are attained.

Your employees will not produce more because you want a record month, quarter, or year. They will only produce more if they understand how it will **benefit them.**

Does your entire sales team have their top ten goals posted where they can see them as they work? If the answer is *no*, have them write ten non-negotiable goals followed by dated action items which will dramatically increase the probability of attaining those goals.

If you are wondering which contests will motivate your team to hit or surpass their goals, read the goals they posted, and you will have your answer.

CHALLENGE THREE: Manage by Numbers – They Don't Lie

Individual numbers, stats, and ratios are the best indicators of performance. To accurately predict sales and profits, minimum standards must be set.

SOLUTION THREE: Knowing numbers and ratios for each individual on your sales team will make your job much easier. You will know how to guide and coach them. It's not about the number of calls, it's about the results they need each day based on their ratios to consistently hit or surpass goals. It is not as important to tell your sales team to make 100 calls daily as it is to guide them exactly where to focus their calls to produce at least their minimum results daily.

Tracking stats allows you to identify problem areas before they result in major issues or slumps. In addition, you can anticipate changes in the market when ratios begin to increase. Once you know individual ratios, you can manage by the results each person needs daily to consistently hit or surpass goals set. This takes the emotion out of your decisions and prevents your decisions from backfiring.

CHALLENGE FOUR: Disagreements Between Your Team Members

Think of how long it's been since you've read or implemented policies and procedures outlined in your Employee Handbook. Without processes written down, your decision could be affected by the type of month you are having or your current mood or emotions. Decisions made based on emotion are often inconsistent and can result in turnover or loss of key employees.

SOLUTION FOUR: Provide Suggestions for Updates

Most disagreements can be resolved by quoting sections out of your Employee Handbook which provides you with a fair and consistent way to handle internal issues. However, as the workforce, economy, and way of conducting business continue to change, it's important that your Handbook reflects current trends and conditions. If you have not updated your Employee Handbook in the last two years, chances are it is outdated.

CHALLENGE FIVE: Mandating Systems

It's just not common sense to keep reinventing the wheel. Once you have identified a system that works, keep repeating the successful sales process vs. having your team shooting from the hip or skipping steps.

SOLUTION FIVE: If every person in your office is working from the same playbook you will all close more deals because details will not fall through the cracks causing deals to blow up.

Other benefits of mandating systems:

1. Consistent Work Environment

   · Systems ensure everyone is on the same page
   · You can jump start new hires

2. Fair Work Environment

   · Everyone plays by the same rules
   · No favorites

3. Improved Morale

   · Systems improve consistency
   · Consistency improves morale

4. Clear Standards and Core Values

   · Systems provide clear standards
   · Systems reflect the core values of ownership

5. Increased Sales and Profits

   · Systems prevent details from falling through the cracks
   · Systems will help you close more business

CHALLENGE SIX: Consistently Upgrade Your Team
The most important decision you will make is deciding **who** is on your team.

SOLUTION SIX:

- Evaluate your current team members
- Determine if you have the team you need to achieve your company goals
- Put marginal employees on probation with a detailed plan of action
- Determine if anyone has quit and stayed
- Upgrade your team
- Identify who your team needs
- Hire eagles, not ducks
- Hire individuals who align with your core values

CHALLENGE SEVEN: Be Creative with Recognition and Rewards
The Staffing and Recruiting Profession is a sales environment and contests, and recognition help create a motivating environment. If your best producer wins every contest, this can have a negative impact on morale.

SOLUTION SEVEN: Recognition does not always need to be monetary. Instant gratification will get you results in the areas needing attention.
- Individualize contests
- Accept individual challenges twice a year
- Ask each employee what would motivate them and customize your contests
- Make contests simple - KISS method
- Allow multiple winners, not always the top producer in your office

Take time to review these seven challenges and solutions. Pick the one that you feel will have the greatest impact on your bottom line as well as your sales team.

Growing Companies

MIDSIZED • RECRUITING •

STAFFING • SMALL

Corporate Culture
By Michael Neidle

Most people who do not work out in a new company, don't fail for lack of skills, but rather its the corporate culture they are working in is not a good match for them or the organization. They are a square peg in a round hole.

Finding and retaining people that fit your specific corporate culture is one of the key factors in having a successful company, as high turnover can kill a company. Corporate culture is not easy to define but it is the atmosphere that exists In your company, for better or worse. As we are seeing a downsizing in particularly in tech companies today, it's a good time to figure out who should be retained. And as one key factor who fits the company culture.

For example, a small company might have an informal working atmosphere including an informal dress code, an open-door policy, titles, and a hierarchy that are not that important, open lines of communications, ad hoc meetings, flexible policies and procedures, free time to explore where people are expected to be self-starters without much formal training, etc. This might also be prevalent in a matrix organization where people have multiple connections and loose reporting relationships. An informal atmosphere is indicative of start-ups and high-tech companies vs. large Fortune 500 corporations. Progressive and dynamic companies like Google encourage their people to spend some 20% of their time being free thinkers and creative. And we have seen the results going from $1.5 billion in 2003 to $181 billion now. People coming from a highly structured, hierarchical setting, or the military might find adapting to this culture is not in their comfort zone.

Likewise, in a reverse situation that was highly structured, one would be expected to follow the policies and procedures and not have the latitude to explore new avenues and require approval for anything not in their job description. They would follow orders even if those did not seem logical or sound to them. This is often typical of large companies that think that they are successful just the way they are and don't want people to rock the boat or take chances. A creative person, or one coming from a loosely structured environment or a matrix organization, may not fit well with a company with formal protocols, strict rules and regulations, and needing permission to do most anything. I personally recall interviewing for my first job at Eastman Kodak (once a Fortune 500 darling), and was told "kid, just keep your nose clean and in 40 years you

will retire here and get a gold watch". They refused to adapt to a rapidly changing world where iPhones were replacing cameras and film was becoming a thing of the past if they opened up their eyes. This mossback attitude eventually resulted in Kodak going from $16 billion in sales in 1996 to $1 billion now.

Then there is Coca-Cola that stayed with its basic business and went from $23 billion in 2005 to $33 billion currently. This is a compounded growth rate of 2.5%/year, which is not very good when adjusted for inflation, but the company knows its audience and people still love to drink colas. Coke still dominates the market and a universally known brand name around the world. They have tweaking of the product over the years (Diet Coke, Coke Zero. New Coke, Coke Vanilla, Cherry Coke) and have been buying up the competition (Dr. Pepper, Fresca, Dasani, etc.), to remain number 1. But their tag line that Coke "is the real thing" does seems a bit disingenuous, but it still works. This is a culture where people who follow the rules and don't make waves can do well.

The difficulty is in finding out if a person will be a good fit or not. One can use personality tests, reference checks and in-house interviews to try to find this out, but there is no magic bullet. The best approach is to use all three and come up with a consensus, with multiple in-depth interviews usually being the most reliable indicator. People are on their best interviewing behavior for their first interview or two. It is only through the attrition process of wearing someone down via well designed multiple interviews that one gets past the programmed veneer to get a job and find out what the applicant is really about and will they fit the culture. Companies like Google has often taken this process to an extreme with an excessive number of interviews where one or two, or three interviews doesn't do the job. When one calculates the cost of failure in hiring again and again for the same position, the time spent in doing the job right becomes clear.

A company in a dynamic market should match their culture with people who are curious, inventive and have the freedom to explore and be open to change. Companies in a static market should hire people who match their culture of following the rules and not possibly sacrificing the company's sacred cash cow(s) as long as their herd remains healthy.

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.

Growing Companies

How to Build Resiliency through Consistency

By Chris Heinz

I recently completed something that some might think insane. Others may think it would be impossible. Others might think it was cool, but they would never ever do it.

In June of 2022, I was reaching the milestone of the big 5-0! Yes, I am sure you can't believe that the person writing all of these articles over the past couple of years could possibly be turning 50. But, it is true. The other thing to remember about me is that I love big challenges! In previous articles, I wrote about setting BHAGs (big hairy audacious goals) both professionally and personally. So, for my BHAG in 2022, with the reality that I was turning 50, was that I decided to challenge myself to run 50 half marathons (13.1 miles) during the year. I called it "50 halfs in my 50th!"

This meant that every week but two, I would need to get dressed, lace up my shoes, and go hit the pavement for 13.1 miles and run for 2-2 ½ hours. There would be many issues, such as weather (I live in the midwest, after all), the wear and tear on my body, the time away from family, the early mornings, and on and on.

The lessons gained from this are not about running…they are about life. They can help you understand how to build resiliency through consistency.

You are probably saying, "that's cool," but asking the obvious question to yourself, "how does YOU running 50 half marathons in a year teach ME about resiliency?" Well, I am so glad you asked. Let's dive right in, and hopefully, by the end of this article, you will realize what you can do with this insight to make this year a great year for you!

The very first lesson you can gain from this is to ***set a goal***. It doesn't have to be crazy like mine, but it should stretch you. It should be something that matters to you. It should be something that, if achieved, will improve your life and your mindset.

The reason I decided to set such an audacious goal for myself was for this very reason. I wanted to stretch the limits of possibility for me. I have already run many, many half marathons over the past ten years of running (74 half marathon races to be exact). I love the distance, and it is the sweet spot endurance challenge for me. But, to think, "could I really run a half marathon almost every single week?" Holy cow! Everything would have to line up from a life, health, and timing perspective. The challenge both excited a scared me at the same time. That's when you know it is a great goal!

The second lesson is you must decide ***how are you going to achieve your goal***. We've all heard the saying, "how do you eat an elephant? One bite at a time." It is so true. You can't have a goal to do $1 million in business next year and expect it to happen on the first call, first sale, or first anything. You have to break it up into manageable bites. Using the $1 million example, you can break that up by the month. Obviously, $83k sounds much more manageable than $1 million. Or, you can break it down even further if you know your metrics, such as 55 calls per day will result in x sales, which will result in hitting 1 million by the end of the year. If you can identify the effort needed that will create the result, it is much more manageable.

For me, the goal of 50 half marathons meant that I needed to run 1 per week. This meant that each and every week, I needed to figure out when I could get out for 2+ hours. That isn't easy with work and family obligations, right? But, because it was important to me, I made sure to plan accordingly and not allow obstacles to throw me off. Again, I was not trying to run 50 at once…I only needed to run 1 in the week.

The third lesson learned is to ***push through even when life gets in the way***. Sometimes life does not make things easy, right? You set a great goal; you plan out everything you need to do to hit it; you're excited by it, and then life finds a way to smack you upside the head. It could be a small thing or something significant. Of course, you have to expect that things will happen. After all, it is called life. But, how you choose to respond the life's curveballs will be

one of the biggest reasons whether you achieve the goals you've set for yourself…or not.

In 2022, life decided to throw a few too many curveballs. Over the course of the year, my family and I had to deal with the loss of 3 people close to us (my wife's Dad, my Mom, and my business mentor/partner), along with our family dog. But we handled it the best way we could. Even with these losses, I chose not to let the sadness derail me. To flip it on its head, I chose to use adversity as a driving force to achieve the goal I set for the year. Instead of letting the curveballs knock me down, I let them lift me up. What do you do when curveballs are thrown your way?

The fourth lesson learned is **you must be willing to sacrifice to gain something even more significant**. There is a saying a business colleague shared with me many years ago, and it was so meaningful that I turned it into a sign that hung in our office:

> "If you want to get what you've never had,
> you have to be willing to do what you've never done."

Think about that quote…are you willing to sacrifice something, whether it be time, energy, money, sleep, etc, to achieve your goal? This sacrifice may be something you never done. Or you did it for a short amount of time and gave in. If the goal matters to you, you will be willing to do whatever is needed.

In my case, I was willing to sacrifice greatly to achieve this audacious goal. I chose to give up sleep. I also decided to give up time, sometimes starting my half-marathon run at 4:30 am. But, I also had some non-negotiables, such as not being willing to give up too much of my family time. So, I would instead give up a little sleep and still achieve my weekly goal of running the half marathon. That was a small sacrifice for what mattered to me the most.

The fifth lesson learned is **you are capable of so much more than you ever thought**!

I am a big believer in streaks because they build consistency. For example, in August 2016, when the Summer Olympics began, I jumped into a challenge committing to achieving 10,000 steps every day for three weeks. Because I ran 3-4 days per week, I would hit the 10k during those days and then be hit or miss on the non-running days. Shifting my focus to achieving them every day…just for three weeks … changed my mindset that was built through consistency. I never thought we would be here in January 2023, and I have kept that streak of hitting 10,000+ steps every day for more than 6 years. I would never have thought I was capable of doing something like that.

If I had set a goal of hitting 10,000 steps for at least 6 years, I would have immediately laughed it off. But, by setting a goal that was very manageable (3 weeks), I was able to do something bigger than myself. It has turned into a way of life. This lesson holds true with my 50-half marathon goal. I never in a million years would have

thought that was possible. But, I had the faith, desire, and determination to achieve it.

The final lesson learned is **even when you think you are done, you still have more to give**.
When you are nearing the finish line of achieving your goal, you have a choice: You can do it and stop…or you can keep going. It is that simple. Stop or go. The fact is far too many people achieve their desired goal and choose to stop. They decide to take the accolades and settle back into mediocrity.

What do you do after achieving a goal? I choose to keep going. So, the week after I ran half marathon #50, where many people adorned me with humbling compliments, I decided to wake up early and run half marathon #51. I did it for myself, and I did it to prove this exact point: We all have more to give than we think.

We are all capable of doing more than we thought…

Like Nik Nikic's son Chris Nikic, I hope to continue to live by the mantra that we are all able to give 1% more! (If you don't know his story, I implore you to look it up)…

Like David Goggins, I know that "the human body can withstand and accomplish a lot more than most of us think is possible and that it all begins and ends in the mind." (full disclosure--I was listening to the final two hours of Goggins' new book "Never Finished," and it definitely pushed me!)…

As Jesse Itzler says, "No experience is necessary to push yourself past what you think you can do…

Like the University of Utah football team, I believe we can all do 22% more (in honor of the two players who died in the past couple of years)…

You might think every one of these statements is corny or over-the-top. But I truly believe every single one of them, and I try to live by them. We are all capable of SO MUCH more, and we have so much more to give than we thought!

10 years ago, I never thought I could/would run 1 single half marathon…it's amazing what can happen when a mind and body get together and decide to go for it!

If you have read to the end of this article, my hope is that you don't think to yourself, "that's great that Chris did that, but I couldn't do something like that." Instead, I hope you are inspired just a tiny bit by my stories. I hope that these stories help you realize that you can build resiliency through incremental consistency, whether that is running a half marathon a week for 50 weeks like me, taking your spouse on a date every week of the year, or hitting 1 million in sales by doing $83k a week.
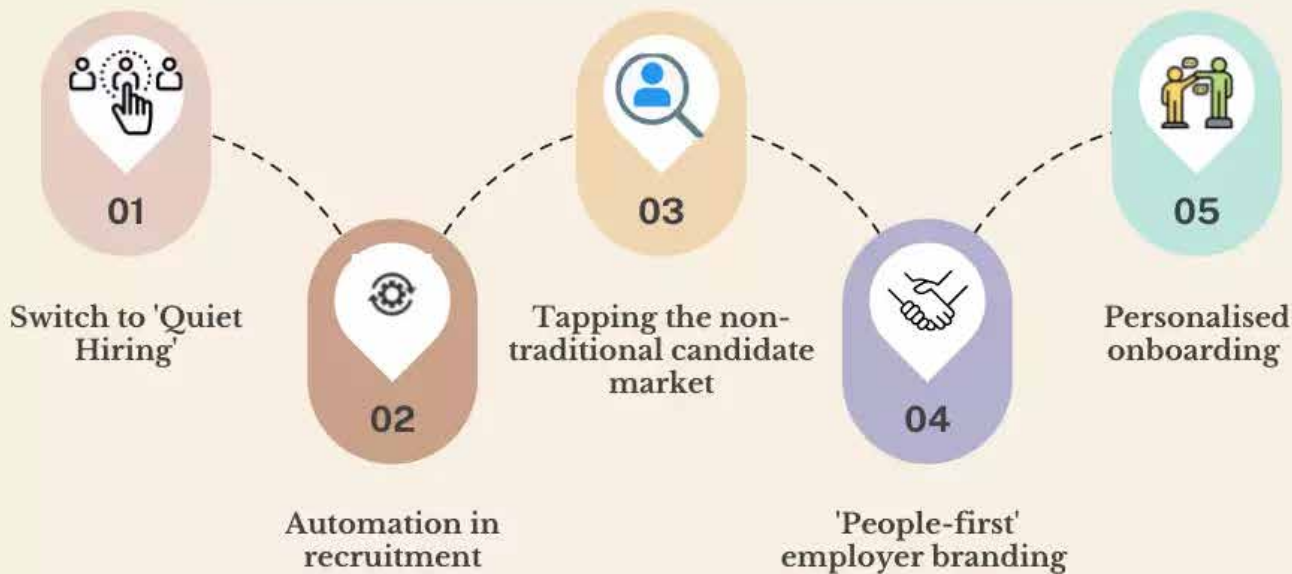
The specifics of the goal only matter to you. Be resilient and make it happen!

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 a 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.

Top 5 hiring trends to look out for in 2023

01 Switch to 'Quiet Hiring'

02 Automation in recruitment

03 Tapping the non-traditional candidate market

04 'People-first' employer branding

05 Personalised onboarding

Source: Gartner & LinkedIn

Labor Forecast Predicts 1.5% Increase in Demand for Temporary Workers

-- Industry Consulting Firm G. Palmer & Associates' Quarterly Forecast

Assists in Previewing Near-Term Hiring Patterns –

 Demand for temporary workers in the United States is expected to increase 1.1% on a seasonally adjusted basis for the 2023 first quarter, when compared with the same period in 2022, according to the Palmer Forecast™, released today. The rate of increase in demand has been softening since the fourth quarter of 2022.

The Palmer Forecast™ indicated a 6.2.% increase in temporary help for the 2022 fourth quarter. Actual results as reported by the Bureau of Labor Statistics (BLS) came in considerably lower, with an increase of 1.1%, reflecting actual GDP growth that came in below what was previously expected.

A total of 10.5 million open jobs was reported by the BLS, as of January 4, 2023, for data through the month of November 2022. However, the non-farm payroll growth has seen a steady softening throughout the second half of 2022, and this trend is likely to continue as the year progresses, until GDP growth picks back up.

Source: G. Palmer & Associates; Bureau of Labor Statistics (BLS)

 Source: Bureau of Labor Statistics (BLS)

The BLS reported that temp help jobs decreased by 35,000 in December 2022, a loss of 1.1% year-over-year. For the year 2022, there have been 32,400 jobs lost, or 2,700 average jobs lost per month. Temp help jobs growth in 2021 was strong, with a total gain of 302,000 jobs, and an average of 25,200 jobs added per month, compared with the prior two years, when 201,000 temp jobs were lost in 2020 and 27,000 temp jobs were lost in 2019, according to the BLS. In 2018, more than 99,000 temp help jobs were added over 2017.

The Labor Department reported that non-farm payroll employment increased by 223,000 jobs in December 2022, which was slightly ahead of consensus estimate increases of 200,000 jobs. For the 2022 fourth quarter, there were 742,000 non-farm jobs added, averaging 247,000 per month, up 3.02% on a year-over-year basis. For the 2022 full year, there were 4.5 million jobs added, an average of 375,000 jobs per month. Fourth quarter growth clearly indicates a softening in the labor market. In 2021, non-farm employment was up by 6.4 million jobs, compared with 2020. To put this in perspective, there were 9.4 million jobs lost in 2020, and 2.1 million total jobs added for 2019. For 2018, a total of 2.6 million new jobs were created, versus 2.1 million new jobs in 2017.

The key categories of jobs created are as follows:

Total Non-Farm: +223,000

Private Sector: +220,000

Private service – providing: +180,000

Leisure and Hospitality: +67,000

Healthcare: +55,000

Construction: +28,000

Manufacturing: +8,000

Government: +3,000

Professional and Business Services: -6,000

Temp Help: -35,000

Source: Bureau of Labor Statistics (BLS

In December 2022, the labor participation rate increased 10 bps from November 2022 to 62.3%, and it has been in a narrow range of 64.4% to 61.9% since June of 2020. The U3, commonly referred to as the unemployment rate, decreased 10 bps to 3.5% in December versus November.

As reported by the BLS, the rate of unemployment for workers with college degrees decreased 10 bps in December 2022 versus November 2022, to 1.9%, and the unemployment rate for workers with less than a high school education increased 50 bps to 5.0%. The U6 unemployment rate, which tracks those who are unemployed, as well as those who are underemployed and are working part-time for economic reasons, was down 20 bps to 6.5% in December versus November. The U6 rate is considered the rate that most broadly depicts those most affected by the last economic downturn and measures the rate of discouraged workers.

"The temp help employment market is showing clear signs of slowing down, and until GDP growth resumes to a strong level, growth will be somewhat moderated," said Greg Palmer, founder and managing director of G. Palmer & Associates, an Orange County, California-based human capital advisory firm that specializes in workforce solutions. "A further indicator to watch is the temp help penetration rate, because it measures temp help as a percentage of total employment. In December, the temp help penetration rate decreased slightly to 1.98% of the total labor market, compared with an all-time high of 2.08%, achieved in February, and a pre-pandemic level of 1.57%, a further sign of temporary jobs lessening.

Letter From The Editor

Don't miss out!

Our work place culture has evolved more over the last couple of years, with AI playing a bigger factor in recruiting and staffing. Companies are using automated systems to set up times and appointments for interviews like never before. Recruiters are finding new ways to reach clients and candidates. How do you utilize your sourcing talents and interview candidates to maximize your abilities as a search professional? Are you implementing more video to stand out in 2023? These are just a few of the questions to ask.

Organized and consistency are two words that come to mind in talking with owners that are growing staffing and recruiting firms. With technology, we don't need to separate the two as most firms can handle both. But I use "most" as technology allows owners to do more, there are still those small operations that only handle retained recruiting and firms that are especially focused on staffing.

As this new year unfolds, gaining insight into what you want your business to look like can be challenging. With all the uncertainties in this global world, finding the right tools for your firm can be game changing. In this issue, authors shed light on some ideas to find focus and produce successful results for staffing and recruiting companies. Measuring metrics, prioritizing tasks, team building exercises and support that can keep your company moving forward even in a downturn. Be sure to read every article in this issue and more online at www.eminfo.com

We welcome your thoughts and we are happy to continue to investigate topics that affect the staffing and recruiting business owners, managers and their teams. You can reach us at turner@eminfo.com.

Till next month, happy recruiting!

Pat Turner

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