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# DID YOU KNOW?

\* Staffing Industry Analysts noted in their [January Report](#) that direct sourcing took off in 2022 and continues to evolve. **In fact, it was noted that U.S. buyers found 85% of their candidates through direct sourcing.** pg 5

\* This challenge is one that goes beyond knowledge, skillset, and competence issues. It has emotional, social, values and lifestyle preference implications that must be assessed thoroughly as the assessment of any "grass is greener" temptations are considered. pg 8

\* A staffing agency can help discover different kinds of roles and industries at the same time. This can help you develop a better understanding of the job market and what to expect in different areas. pg 9

\* Using images from search engines such as Google or Bing is not recommended as these images are often protected by copyright. pg 11

\* If you have candidates taking counteroffers and turning down your offers, understand you cannot eliminate this from happening. It is going to happen to the best. But if it happens to you consistently, you need a system or a process for setting and managing expectations with your candidates from the first phone call. pg 12

\* Optimizing a website for conversion means making intentional design and content changes to the site with the goal of increasing the percentage of visitors who take a desired action, such as filling out a form, interacting with a chatbot, or applying for a job. pg 14

\* The ability to communicate effectively is crucial for any recruiter. You should be able to listen attentively to your candidates and clients and have strong verbal and written communication skills. pg 21



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# Direct Sourcing: *the Trend, the Benefits, & How to Direct Source the Best Candidates in Your ATS*

By Jennifer Roeslmeier

Are you tired of spending money on job boards with little return on your investment? Are you trying to improve the ways you find candidates, decrease your time to hire, and find the best talent? Well, your **best** candidates may be right in front of you.

Staffing Industry Analysts noted in their [January Report](#) that direct sourcing took off in 2022 and continues to evolve. **In fact, it was noted that U.S. buyers found 85% of their candidates through direct sourcing.** I found this number shocking and very eye-opening. If the best candidates are right in front of us, then how can we make sure we are tapping into that talent?

Staffing Industry Analysts defines direct sourcing as a company that leverages its own candidate pool (former employees, retirees, and silver medalist applicants from its own ATS) to place within the company as a contingent or temporary employee. **Access to talent** is one of the main reasons companies have turned to direct sourcing candidates.

## Other reasons companies are drawn to direct sourcing:

1. **Saves money:** helps eliminate costs associated with finding new talent, not in your candidate pool.
2. **Ability to leverage employee brand:** companies can leverage their brand by reaching out to candidates they have worked with and, in return, are more likely to receive a response.
3. **Decrease time to hire:** companies can hire talent faster by utilizing the candidate pool in front of them, instead of seeking out new candidates.

Direct sourcing may not work for all roles you are hiring but Staffing Industry Analysts noted it could be a good fit if the role is repetitive, high volume, specialized, and you have an abundance of candidates in your database that would fit the role you are looking to hire for.

## Using Your ATS to Direct Source


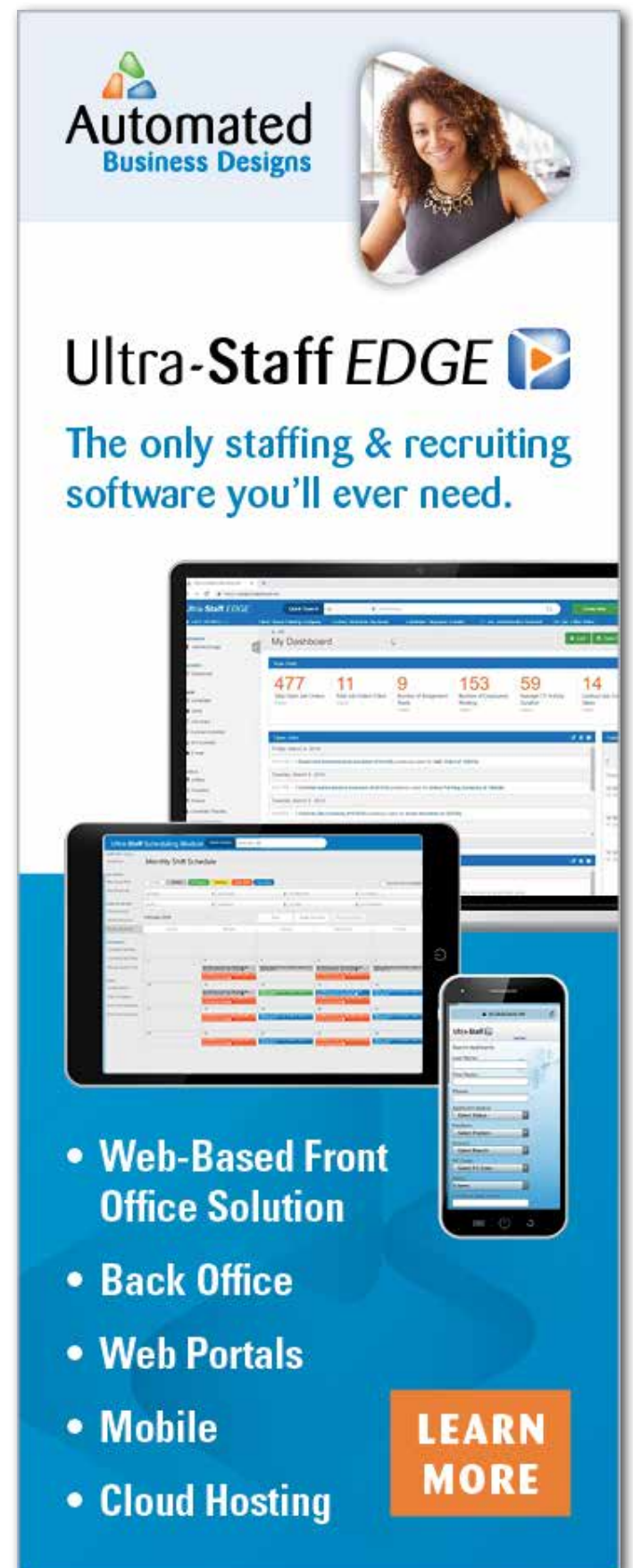
So, how can you take advantage of direct sourcing using your ATS? There are several best practices that can be followed to not only help you search for candidates in your ATS but find the best ones. In this section, we will explore best practices for keeping your ATS up to date. Next, we will dive into how to keep track of your top candidates and search for candidates that are the best fit for a position. Then, we will look at how to make it easy for candidates to respond back about a job. And lastly, we will explore the current opportunity to bring retirees back into the workforce.

### Keep Your ATS Up to Date

The usefulness of your ATS in direct sourcing candidates is only as good as the information. If your candidates' information isn't kept up to date, then your ATS will be less effective when utilizing it to find candidates. Up-to-date information allows you to focus on the right candidates.


A simple way to keep your ATS up to date is by scheduling yearly campaigns to confirm candidates' information is still accurate. This can easily be done in your ATS by sending out a mass text message or email with the candidate's information you would like to confirm.

What's important though is making it easy to respond back. If you have the ability to send a mass text message that populates the candidate's information, a text may give you a quicker and higher response rate. To make it as simple as possible, you can have candidates reply "1" to confirm the information is accurate. If it is not, you can have them respond directly to the message with their updated information.



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Think of it like the text messages you receive to confirm an appointment, whether it is a doctor's appointment or maybe a restaurant reservation. You might receive a text a week before or a few days before asking you to confirm your appointment. It's a quick and easy response back that takes seconds. If you do something like this for candidates to confirm their information, you want it to be as simple and as easy of an experience.

**\*Note\*** In your message it may be worth reintroducing yourself and also noting why you are asking for their information to be confirmed. A simple introduction like the below helps them know your intentions are genuine and it's to help them find the best job opportunities.

"Hi [INSERT CANDIDATE NAME],

[INSERT RECRUITER NAME] here with [INSERT STAFFING COMPANY NAME]! Could you confirm your information below is still accurate? We want to keep our records up to date so we can reach out if any job opportunities come up that would be a perfect fit for you!"

### Track Your Top Candidates

Your ATS may be filled with hundreds or even thousands of candidates, but most likely you have some that are more qualified than others. This is when good notes, rankings, and favorites lists in your ATS can become an important asset.

You want to make sure you are keeping track of the top candidates in your ATS: The ones that "got away", the ones that were the silver and bronze medalists for a position. Keeping track of these hot candidates will pay off in the long run when you are direct sourcing from your ATS.

A valuable best practice to put in place is ranking candidates and adding "hot candidates" to a favorites list in your ATS. Explore your ATS and see if there is a way you can rank candidates by industry. If there is a way, after your recruiters' initial communication with a candidate, they should assign a numerical ranking to the candidate based on the industry. It can be a simple 1 to 5 or 1 to 10 rating scale. That way, when you are searching for a candidate to fill a clerical position, for example, you can search in your ATS for candidates that have a high clerical ranking.

For candidates that are ranked high, you can go an additional step and add them to a Favorites List in your ATS. That way recruiters can easily access a Favorites Clerical List, a Favorites Light Industrial List, or a Favorites Accounting List, and reference that list first when sourcing quality candidates.

A last best practice to keep track of "top candidates" is putting detailed notes in your ATS under the candidate record. This is something that should be encouraged to everyone on your team. If there are specific notes that you want a recruiter to take when communicating with a candidate for the first time, consider adding this to your internal ATS manual. To ensure everyone is following the same ranking and favorites list procedures, details on ranking and adding candidates to a favorites list should also be outlined in writing in an employer ATS user manual.

### Utilize Your Search Features and Full Text Search

The search features in your ATS are also a powerful resource when direct sourcing and you can get very granular with your search. Some key searches that may be helpful when direct sourcing is searching by:



- Skills
- Position
- Employment History Titles
- Location (if there is a specific location you are recruiting for)
- Last Contacted (to find candidates you haven't reached out to in a while)
- Dates Last Worked (to find former employees you may want to reach out to again)

These specific searches can help you narrow down candidates that fit the job you are recruiting for.

Another important search is a Full Text Search for keywords. A Full Text Search scours your database for certain keywords in a candidate's profile, including their resume. Not only can it search for keywords, but it can search for synonyms. This is handy if you want to search by position to see what candidates have held a similar role. It is also handy when looking for a specific skill set. If you aren't already taking advantage of the Full Text Search, be sure to check out your ATS to see if it has this feature.

**\*Note\*** As you are conducting searches and sourcing candidates for a position, create a pipeline in your ATS to keep track of your candidate list.

## Shorten the Time to Hire

Everyone enjoys a simple and quick hiring process. If you are sourcing candidates you have worked with in the past, try to make the process as quick and easy as possible. You have worked with them in the past, so you might not need to go through all of the hoops to screen that candidate. Shorten the number of steps needed to get them hired. A quick hiring process will not only be appreciated by the candidates, but it will be hard for them to decline the quicker you have an offer in front of them. It also allows you to get an offer in front of the candidate before another one comes their way.

One way to quicken the hiring process is by leveraging mobile technology to make accepting a job offer fast and easy. This can be done through text message where an offer comes in as a text message and a candidate simply has to click on a link to accept it. It can also be as simple as responding back to the text with "Accept." Your ATS might also offer a mobile app, where candidates can accept the job offer right from the app. See what mobile features are available to you and begin implementing them to help bring that convenience to candidates.

Being able to shorten the time to hire is a perk of working with candidates that you have worked with in the past. Try to take advantage of that by eliminating unnecessary steps and making it easy for them to say yes to your job offer.

## Search for Retirees

This is probably an unexpected last point but believe it or not retirees are returning to the workforce with the rise of inflation. According to [ASA's latest Workforce Monitor survey](#), one-third of retirees say they would consider rejoining the workforce if inflation continues and currently 14% of retirees are either actively looking for work or open to getting a job. These statistics are high enough that it may be worth searching for candidates in your ATS that are at retirement age and seeing if they are open to work. Retirees may be good for temporary or in some cases maybe even full-time positions. Reaching out to retirees helps expand your candidate pool and more than likely they are well-qualified candidates. In the long term, this may not be a strategy that you focus on, but in the present time, it could help you fill open positions.

## Conclusion

Direct sourcing has proven to be an efficient way to recruit top talent. Often times when searching to fill a role, we immediately resort to searching for new talent, not in your candidate pool. The truth is though, you have a large candidate pool that includes top talent right in front of you. One of the best parts about direct sourcing is that you have worked or spoken with many of the candidates in your ATS already. By utilizing the tools in your ATS, you can keep track of top talent by industry and also use the expansive search features to find candidates that are the best fit for a position. Not to mention, direct sourcing in your ATS helps shorten the time to hire by not needing to go out and find new talent. You can shorten the time to hire even more during the hiring process if it's a candidate you have employed or worked with in the past. Ready to direct source?



Senior Digital Marketing and Brands Manager at Automated Business Designs E-Mail: Jennifer.Roeslmeier@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](http://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](mailto:ednow@aol.com).

*A monthly examination of issues and concerns being voiced by employment candidates with search and staffing professionals. Veteran counselor and educator Frank Burtnett responds personally to each career question. EMinfo readers are encouraged to submit their questions for Dr. Burtnett at [ednow@aol.com](mailto:ednow@aol.com)*

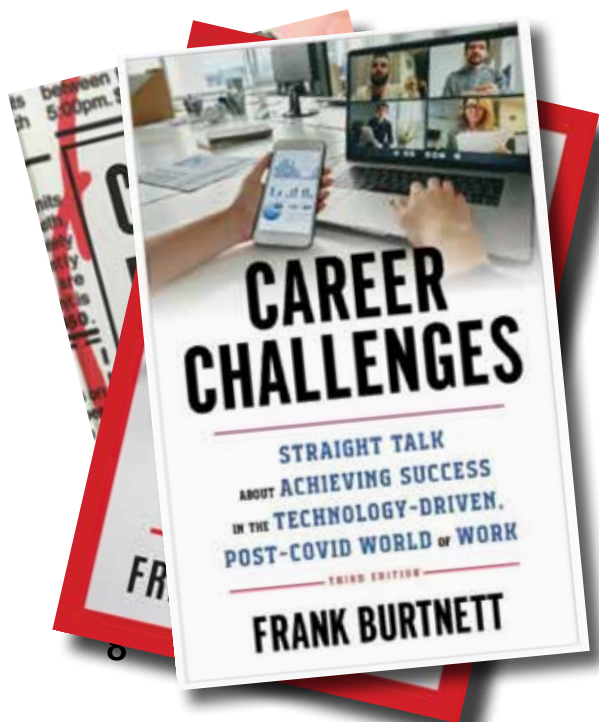
## Considerations of Passive Candidates for Job Change

EMinfo Reader: Recruiters often find themselves facing passive candidates for job change and apprehensive with whether or not their circumstances warrant consideration of other opportunities that would require a position change. Do you have any guidance on how this individual might be approached?

Dr. Burtnett: Individuals in every career sector and at every level of employment regularly have to answer the "is the grass greener on the other side" question periodically. Whether they consider such mobility options and succumb to the temptation and become an active candidate for job change will likely hinge on the answers to the following seven questions:

1. To what extent is the individual satisfactory engaged in and satisfied with their present position?
2. Has that engagement created a security and comfort level that the individual would risk in order to relocate to another position?
3. Would the position under consideration afford them a similar or enhanced level of work-life balance?
4. Will the new position offer improved or equal compensation and benefit levels?
5. Would such a change represent a vertical action (up the career ladder) or a parallel action within the individual's overall career development plan?
6. Does the target position offer career growth and development opportunities not present in their current work?
7. To what extent would the life and career of the individual be interrupted (i.e., relocation, onboarding, etc.) in order to accept a new position.

This challenge is one that goes beyond knowledge, skillset, and competence issues. It has emotional, social, values and lifestyle preference implications that must be assessed thoroughly as the assessment of any "grass is greener" temptations are considered.



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Topics are drawn from Dr. Burtnett'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.





By Lynn Connor

1. **Get hired for jobs quicker:** Staffing agencies can get you in front of employers faster than traditional job searching and allow you to bypass the long application process. You apply once with a staffing firm and can work multiple assignments with a staffing agency, accepting and declining assignments as you desire.

Be forthright and honest in your job search to ensure the assignments you are offered will meet your expectations. Be transparent with what you are looking for to not waste your time or the staffing agency's time.

2. **Gain experience:** Working with a staffing agency is a great way to gain on-the-job experience and build your professional network. Being able to list more than one employer that you have been assigned to work for will show that you have continued offers of work and therefore are reliable and have a good work ethic.

When you do list the job assignments you have worked and want to list each client company of the staffing agency, list the staffing agency as your employer (as they are) and show the companies you were assigned to work below as a subset of the time you worked for said agency. This is a clean and comprehensive view of your work experience.

3. **Get higher pay:** Staffing agencies generally have access to higher paying positions than those a person can find on their own. If clients call upon a staffing agency, they have to pay the staffing agency more for the employee's work and therefore can typically afford to pay the temporary employee more when they are hired permanently if the role is temp to hire. Don't forget that you can also negotiate your pay rate for each job assignment before or during a work assignment through a staffing agency. The client company and agency would much rather pay you more, than have you end your role and have to replace you.

4. **Variety of work available:** A staffing agency can help discover different kinds of roles and industries at the same time. This can help you develop a better understanding of the job market and what to expect in different areas.

Research the staffing agency, their clients and positions they fill so you can demonstrate depth of knowledge in your interview with the staffing agency and with their client, should an interview be required before starting your assignment. If the role is permanent, or temp to hire, an interview is typically required with the client before you will be confirmed and a start date will be provided.

5. **Get temporary and contract positions:** Staffing agencies offer job seekers the chance to find temporary and contract positions that fit their needs. Some employees may like the flexibility working on a temporary basis for a staffing firm offers. You are able to decline and accept positions that suit your schedule and type of work desired. You can also let your staffing agency know when you are not able to work for any period of time throughout the year.

If you desire a temp to hire, permanent role, you can also inform your staffing agency that you will only accept positions that lead to permanent or that your goal is permanent. There is also a benefit in taking more than one assignment before you accept a permanent position in order for you to understand what type of company and job suits you best.

6. **Learn new skills:** Working with staffing agencies can give job seekers a chance to gain new skills and build their resume. Develop a portfolio and gain marketable skills. Gain new skills by taking on a variety of positions and get the chance to showcase your abilities and experiences that future employers may be looking for.

Obtaining new skills and experience can grow your confidence. A sense of accomplishment with each temporary assignment completed with your staffing agency can give you motivation to further

yourself and continue to strive for a better position with each offer.

Your resume should clearly outline your skills and experience so that it is concise and easily understood by each new employer reviewing it. Working for a staffing firm where you can accept multiple job assignments will provide you with a variety of experiences and new skills in different areas and industries.

**7. Get a feel for certain industries or companies:** Working with a staffing agency gives you the chance to accept or deny job assignments. Recruiters contact more than one job candidate to determine who is the best fit, most experienced and they continue to call until they find an employee who will accept the role.

A staffing agency affords their employees the ability to work for a variety of industries and businesses that they would not be able to experience when accepting one, permanent role. After you have held multiple job assignments, you are much more likely to know for certain where you would like to remain on a permanent basis.

This “try before you stay” ability alleviates you from having to job hop from one role to another, quitting when you determine you don’t like the role or industry. It is much easier to accept and complete an assignment and then move on to a different field on your next assignment by indicating to your recruiter what you have found you like or dislike after each job assignment completed. This also keeps your resume clean and alleviates listing an employer where you’ve stayed for only 6 months or less.

As a job candidate, it is important that you are aware that you can decline any job offered. If you are looking to work for a specific industry or company, you can share that information with your Recruiter at your initial interview and remind them of the same when they contact you.

There are many variables of a job assignment to consider before you accept the assignment. Length of the role, pay per hour, job duties, job location, job title, industry, company size, reputation and culture are just a few to consider.

**8. Network and build relationships:** take advantage of human resource industry networking events, for example. Staffing agencies often attend industry events to create pipelines of potential candidates. Take advantage of these events and build relationships with recruiters at staffing agencies so you can make yourself known to them in the future.



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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.

The advertisement for COATS Staffing Software has a dark background with abstract green and blue light patterns. At the top, the text "ONE, AND DONE" is written in large, white, bold, sans-serif capital letters. On the left, there is a white square containing the COATS logo (a multi-colored flower icon) and the text "COATS Staffing Software" in blue. On the right, a white-bordered box contains a quote in all caps: "THANK GOODNESS WITH COATS I CAN DO IT ALL. YOU GUYS ARE THE ABSOLUTE BEST IN THE INDUSTRY." Below the quote, in smaller text, is "Theresa Herrera, Glendora Employment Agency". To the right of the quote box, the phone number "1-800-888-5894" is listed vertically in white. At the bottom, a white-bordered box contains the text "SELL, ADVERTISE, RECRUIT, ONBOARD, VET, PLACE, PAY &amp; INVOICE, AP &amp; GL" in white, bold, sans-serif capital letters.



# Royalty Free Image Benefits



By Thomas J. Allen

Using royalty-free images can greatly benefit your website or project. These images are free to use, modify and distribute without the need to pay royalties or licensing fees. This can save you a lot of money, especially if you need to use a large number of images for your project.

However, it's important to make sure that the images you use are truly royalty-free and not just labeled as such. You need to carefully read and understand the terms and conditions of the image before using it. Some websites offer royalty-free images that are actually only available for personal use, while others might require attribution or may have restrictions on how they can be used.

On the other hand, using paid images can also be a good option if you need specific images for your project. However, it's important to make sure that you have the proper license to use the images. Using images without a license can result in copyright infringement, which can result in legal action and fines.

Using images from search engines such as Google or Bing is not recommended as these images are often protected by copyright. While some of these images may be labeled as free to use, many are still protected by copyright and can only be used with permission from the owner. Using these images without proper permission can result in legal action and financial penalties.

In conclusion, using royalty-free images can be a cost-effective solution for your project, but it's important to make sure you fully understand the terms and conditions of the images you use. On the other hand, using paid images can be a good option if you need specific images, but make sure to have the proper license to avoid legal problems. Using images from search engines is not recommended as these images are often protected by copyright.

Sources:

· [Pixabay Image Source](https://pixabay.com/)

# ASK COACH

## Mike

Michael Gionta

## Minimizing Counteroffers

Mike, I have had two candidates take counteroffers in the past five weeks. What are some steps to minimize these?

~Scott in London



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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If you have candidates taking counteroffers and turning down your offers, understand you cannot eliminate this from happening. It is going to happen to the best. But if it happens to you consistently, you need a system or a process for setting and managing expectations with your candidates from the first phone call. Again, these strategies minimize. They do not eliminate because we are dealing with the human element.

To minimize falloffs, to minimize counteroffers, it starts on the very first conversation where you determine if they are a fit for the role. Now, your client has yet to agree to interview them. Still, you have assessed them, you have identified what their career desires are, you have identified viable reasons for them to consider making a change right now, and they are interested in your opportunity. This is when the counteroffer process begins.

Begin with the End

Step 1 is to begin with the end in mind. So, I tell people how I work with them.

*Mr. Candidate, Ms. Candidate, I am going to submit your resume. If they agree to interview, here is the process. Let me know if there is anything about this that you are uncomfortable with because I will ask you for your commitment to the process. If you at all uncomfortable, it may be best that we do not work together.*

I have never had a candidate, by the way, go, no, I am not comfortable with this. But again, it is setting the expectation early on how you will work together.

*I say: You can say no until you say yes. Mike, I do not want to go on the interview. Mike, I do not want to go on the following interview. Mike, I do not want to go on the final interview. Mike, I do not want to take the offer.*

*You can leave the process at any time until you say, yes, I am going to take the offer, and then you can no longer say no. Our job over the next few weeks, provided this goes well, is to ensure you have enough information to make this a hell no or hell yes. Once it is a hell yes, I am asking for your commitment that you cannot return to hell no.*

*You told me you needed to know about x, y, and z. You told me you wanted the opportunity to include a, b, c, and d. We will identify that over the next three weeks, and you can validate that in various ways. Does that sound fair?*

They will suddenly go, yeah, that sounds fair.

Use Emotion to Elicit Empathy and Understanding of the Process

Then I go – I learned this from Danny Cahill 20-something years ago –I love this technique. Once they commit to only saying no until they say yes, and that sounds reasonable, then say:

*Let me run a situation by you. I want you to imagine we have gone through this whole process. You have honored your commitment. You have been like, yes, I want the next step. Yes, yes, yes. The money is right. The opportunity is right. You come down to the end of it, and you say yes. You walk into your company, and you resign. As difficult as it is, you give your notice and pack up your box with the picture of your husband, wife, and kids. You are going to start on Monday. It is Sunday night. You get an email from the company or a voicemail from your new company. It goes, I don't know how*

Ask Coach Mike



*to tell you this, Mr. Candidate, but on Friday, we identified a perfect candidate. While you are really good, this person is excellent, and we are withdrawing the offer. No need to come to work tomorrow. Sorry. Nothing personal. It is just business. What would your reaction be?*

They are going to go ballistic! And you let them... They cannot do that. I have a signed offer letter! They made a commitment. I have a contract. I quit a job!

And just let them go on and on and on. You will find something. Your company will take you back. It is a hot economy. You can get another job. Let them talk about how unethical it is until they are done. Even if it goes five to 10 minutes, wait until they finish.

We make decisions intellectually and back them up emotionally. A counteroffer is an emotional experience. When they are done, you say to them, *okay, first of all, as your recruiter, I have never had that happen. That is the good news. Two, I ask you because I want you to now answer for me, how would it be any different if you did that to them?*

Then just be quiet and wait for the answer.

It is the same thing. They have a signed offer letter, a contract. Sometimes they will say, well, I left my job. Yeah, and they cut the number two candidate. They are going to lose, just like you would lose 60-90 days of employment probably while you look for another job, they cut the backup candidates based on your word. Now business in your territory will stagnate or go backward for another 90 days.

Encourage Any Potential Counteroffer to Surface Prior to the Offer

*That is why, Mr. or Ms. Candidate, one, it is so essential for us over the next few weeks - to validate that this is the best opportunity for you. Two, you told me you wanted to leave because of these three things. Have you talked to your manager about that?*

No. I don't think he/she cares.

I understand. Here is what I want you to do. I am going to set up this interview. In parallel, to make sure you are making the right decision, set up a lunch with your manager. Do not tell him you are interviewing. Say, you know, Mr. or Ms. Manager, I have been here a couple of years. I like these things, but I would like to discuss x, y, and z over lunch.

Mr. or Ms. Candidate, you will hear 1 of 2 things.

(1) Look, I do not have time for this. Get back to work. Now you know what your employer thinks about you.

(2) They are going to go; I had no idea you had these concerns, and they go to lunch. If they go to lunch with you, they will either tell you there is nothing they can do about it or they are going to make amends and try to fix it.

Here is why that is important. You are doing all this without the gun to their head of you leaving. You are expressing your concern, and you get to see their response in real-time versus their fake response to prevent having to replace you. That is where you are going to have a sincere reaction.

I have seen this happen, and I did see this in my career several times where a candidate set up that lunch with their boss, and they fixed the situation, and I pulled them out of the process after the first interview. Their current employer will address that all in the counteroffer, and you will lose the candidate anyway. It is less heart ache and more productive for you to pull them from the process sooner than later. You can sell the process to your clients as a system to minimize losing candidates to counteroffers.

Will every candidate that you suggest go to lunch? Most will not. In my experience, most will not, but I will be on them about that.

Mr. or Ms. Candidate, did you set up that lunch?

No, I am too busy.

Well, look, remember, if you hear those answers in a counteroffer, your commitment to me was you would say no, until yes. Do I still have your commitment on that?

Minimizing Counteroffers In Sum

I do not have time to get into all of the other areas where you want to set up the commitment. Still, to sum it up, minimize counteroffers in three steps:

- (1) Once they say yes, you get the commitment that they cannot say no.
- (2) Reverse the story on them.
- (3) Suggest they have lunch with their boss.

It is crucial to do this as the first step in the process where there is absolutely no pressure on them to make a decision. Do not leave it there in the first call. You do little check-ins:

*Is this a yes? Do you want to go forward?*

Yes.

*Okay. What else do you need to know for the next yes to be a hell yes? I know it has only the first interview, Bob, but what do you need to know? What is missing after that first interview for this to be a hell yes to the opportunity?*

So, you are constantly reflecting on that first conversation. It is all congruent. It is all consultative. This is how you will have candidates refer people to you. When you do this, there is no hard close at the end. You are just re-confirming commitment.

Hopefully, Scott, when you implement those strategies, you will cut down your counteroffers by at least half. It is different now, Mike. Candidates are short. When I was recruiting, we had an unemployment rate of 3.67% and earned about \$3 million in revenue. I can remember one or two counteroffers that happened each year, and those are the candidates that basically lied, went through all this process, and said, yeah, but I changed my mind. I'm not going to honor that commitment: very few counteroffers and turndowns.

# Using Your Staffing Website to Drive New Sales

By Victoria Kenward

When was the last time you looked at your website? Did you take a long, hard look at it? Often, we go through the expense and process of creating a website, we take it live and there it sits. We may post new jobs to it, we may market our most placeable candidates on it, but by and large, the site is static. Our businesses grow and change, our clients have new problems that we happily solve, but our website remains the same year after year.

It makes sense. Websites are expensive. The project is not core to our business and requires our input and time, and our schedules are already overbooked. We don't have time or budget for another website project.

## Your Website Should Pay for Itself

Like an excellent sales rep, your website should be able to create new sales opportunities, increase interest, build trust, and positively impact your business. Your website is the central hub of all of your marketing and sales activities. While your marketing efforts drive visitors to your site, your site is a vital step in turning that visitor into an active lead, prospect, client or candidate.

Your site needs to clearly show a visitor how your services can solve their problems, how you've solved similar problems for people like them, why they should trust you with their business, and ultimately, get them to take action (or in marketing terms, drive them to convert.)

**HOMEWORK:** Take a look at your site. If it was the first time you landed on this site, in the first 5 seconds, could you tell what problems you solve and for whom you solve those problems?

## Another Marketing Term: CRO (Conversion Rate Optimization)

Optimizing a website for conversion means making intentional design and content changes to the site with the goal of increasing the percentage of visitors who take a desired action, such as filling out a form, interacting with a chatbot, or applying for a job. This is an important part of an overall CRO strategy because it can help to improve the effectiveness of your website in achieving its business goals.

There are many different factors that can affect the conversion rate of a website, such as the layout and design of the site, the clarity and persuasiveness of the content, the ease of use and navigation, and the presence of trust signals like testimonials and case studies. By analyzing the performance of your website and identifying areas for improvement, you can make changes that are intended to increase the conversion rate and drive more valuable actions from visitors.

**HOMEWORK:** Access your site analytics to determine what pages are getting the most traffic. Are visitors taking the desired action when they reach your site?

## It's Time for a New Staffing Site

Websites have changed over the years. If you haven't invested in your website in the last 3-5 years, it's probably time for another look. Your website should be working for you, not against you. Let us know if you'd like a complimentary (no obligation) [website review](#) or [help with your overall marketing strategy](#). We'd love to help you optimize your marketing investment.

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# ChatGPT Isn't A Marketing Team

By Ryan Berger

Driven by the rise of ChatGPT, artificial intelligence (AI) has been the talk of the recruiting world and beyond for the past few weeks—seriously, [#ChatGPT](#) has nearly 54,000 followers on LinkedIn. It's understandable, too. With its ability to craft content with great efficiency, AI can be an amazing tool for your marketing.

However, I'm not quite ready to bow down to our new robot overlords just yet, and you shouldn't be either. Here's why: ChatGPT and other AI can't do everything, and they certainly aren't a replacement for your firm's internal or external marketing team.

## What is ChatGPT? How did we get here?

Without getting too deep into the technical stuff, ChatGPT is an AI chatbot developed by OpenAI, a startup based out of San Francisco. The program runs on a [large language model](#), meaning it can understand human language and generates responses based on gathered data.

The [technical side](#) of it can be a lot, especially for those of us that don't work in tech, but the important thing to know is that ChatGPT is a powerful AI chatbot that can generate content efficiently.

Quickly [surpassing 100 million users](#), ChatGPT's popularity has grown exponentially since its inception. Part of what drives its popularity is its accessibility. Much like other online platforms and tools that experience a meteoric rise, ChatGPT's basic account remains free and accessible to users across industries and verticals—plus, OpenAI is backed by Microsoft, enhancing the reach and technical capabilities of its products.

With so many active users, it seems that ChatGPT is here to stay. Its popularity has fueled developments and interest in AI, with Google and other software companies touting their own AI chatbots and associated capabilities.

## How can ChatGPT be used?

Imagine, for a moment, you're building a house. You're so excited to build this new home, but when you show up to the job site, you realize you've only brought a hammer. Sure, the hammer is necessary, but it isn't the only tool you need to build the house.

Your firm's marketing is the house, and ChatGPT may be the hammer—an important tool no doubt—but nothing without nails, wood, blueprints, and someone to guide it along.

Much like the hammer, ChatGPT and other AI have a myriad of uses, especially when it comes to the world of recruiting. Specifically, ChatGPT can be used to *supplement* your marketing as a great tool. But just like other great tools, such as Canva for design and LinkedIn for networking, it can't be the only one you use.

ChatGPT is a great platform for creating and developing content ideas, finding research for blogs, writing social copy and helping with other marketing-related activities. However, it does have its limitations, and you must make note of these if you plan to incorporate ChatGPT and other AI content generators into your marketing plans.

## What are its limitations?

AI content creation is sort of a double-edged sword—its biggest strengths are also its largest limitations. For instance, ChatGPT can create content with hyper efficiency, but that content can also have some gaps in knowledge.

Despite the massive amount of data and constant learning that goes into ChatGPT, the data it pulls from is [currently limited to 2021](#), which can become dated very quickly, as we've learned over the course of the pandemic and post-pandemic years.

Plus, there's a potentially larger issue at hand than knowledge gaps. When you automate creativity, you lose what makes it special—humanity.

AI content, although efficient and technically correct, often doesn't sound fully human and lacks the depth that human-created content delivers. Ultimately, there is a level of emotional understanding and reasoning that AI simply cannot recreate and shouldn't be lost.

Businesses understandably need to find ways to improve efficiencies and reduce costs, especially in uncertain economic conditions. Recruiting is no different. Your recruiting firm is a business, but it's one that runs on, for and by people. Just as we can't—and shouldn't—remove the human element from recruiting, we shouldn't remove it from marketing for recruiters.

AI is a great supplement to your marketing. It can't be the whole thing. Don't bring only a hammer to build your digital home.

Navigating the world of marketing and AI is a difficult undertaking, especially when trying to focus on the day-to-day realities of recruiting. That's where our team at Recruiters Websites comes into play. We've been making recruiting smarter for the past decade, and we can help you navigate the next decade and beyond, building and delivering digital solutions that reflect your unique placement within the world of recruiting. [Reach out to our team](#)—we'll bring the hammer, the blueprints and the support you need to fully build your digital home.

# JUST ASK Judy

## Whom To Believe?



When you make a placement, the candidate is effectively representing YOU. To maintain your reputation as a trusted advisor, you must protect your clients from making a bad hire. Hiring mistakes are costly in time and productivity. You can only make so many mistakes before your clients begin to ask themselves whether you are their best business partner.

In your effort to fill a position, you are actively recruiting every day. There are a lot of good people looking for the right job at the right time. Because of recent waves of layoffs and the increasing pool of people looking for work, applicants may be tempted to inflate their qualifications to differentiate themselves from the competition. According to an article published by ProSource IT, "72% of Americans have created falsifications with 35% deceiving people during the hiring process." You need to make sure the candidates you put forward are who they say they are and that their claimed qualifications are true.

So how do you defend your reputation and credibility with your clients? Your first line of defense is to diligently do background checks. Thorough background checks should be the rule rather than the exception. Look for "Red Flags" that cast doubt on the truthfulness of your candidate. Examples of this include: Does your candidate call you back when asked to? Are they late multiple times? Are they "ghosting" you only to reappear on their schedule? Do they make excuses or constantly blame others for excessive job moves? Do they have exaggerated claims of performance on their resume? Dig a little deeper to ensure your candidate's claims are accurate. A thorough background check will give you confidence that you are proposing a quality candidate and that you have minimized the chances for problems.

Always check references. A brief conversation with a former co-worker or employer cited as a reference often gives subtle clues about the candidate. Some applicants may actually cite references they know will not be supportive in the belief that the recruiter will not follow through with the nuisance of calling on the reference. If you sense hesitation or that the reference is not very enthusiastic about the candidate, the likelihood is that you have uncovered an inflated resume claim. The applicant should be quizzed about any seemingly exaggerated claim and given the opportunity to explain. There may well be a simple misunderstanding that can be cleared up to your satisfaction. Over-stating one's education is a very common practice. Applicants may use word games to cover the fact that a course of study was not actually completed. Educational achievements cited on a resume can be verified with the institution even though there are significant delays presently being experienced.

Another defensive strategy is to propose the option of a contract placement. You should still do your due diligence with background checks and reference checking, but the risk of a bad hire is reduced by use of contract or contract-to-hire personnel. Apollo Technical's January 2023 blog posting estimated the cost of a bad hire is up to 30% of the employee's first-year earnings as cited by the Department of Labor. If a latent problem is discovered after the hire, the employee can be terminated with a minimum of fuss. The client company is relieved of the overhead and burden of administering the employee and insulated from unemployment and Workers Comp claims. If the person works out, a conversion to direct can be done.

Recruiters should resist the urge to make a quick placement based on the initial information presented during the hiring process. A little detective work done early on will pay dividends by protecting your reputation for quality placements. Saving your client from the cost and aggravation of a bad hire is well worth the additional effort on your part. Save your reputation and know **WHOM TO BELIEVE**.

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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!

## What Non-Verbal Messages Are You Sending To Your Team?

by Barbara Bruno

Your team should never have to figure out what "version" of you is going to show up each day. Your team will take their direction from you, even when you are not talking. Whether you like it or not, your persona sets the tone of your business and team. Never forget the three things that are most important in any relationship.

You must consistently show you:

1. care.
2. can be trusted.
3. deliver on promises made.

We hire intuitive type "A" personalities who will attempt to read you, especially if they sense fear, frustration, or dissatisfaction. Non-verbal communication provides advantages in both your personal and business life. It also plays a significant role in the perception of a person's warmth, credibility, and persuasive power which impacts your employees.

Though much of body language hasn't yet been studied scientifically, the general consensus is that tensely folded arms mean you are closed to what someone is telling you, while if you like what you hear, you'll likely adopt an open posture, and even lean forward a little.

Moving your shoulders forward seems to signify disgust, despair, or fear. Maintaining a large interpersonal distance while you speak seems to signal social stature. A loss of eye contact is often interpreted as dishonesty. It's probably true that assuming those different postures can have at least a subtle effect on how your employees perceive you. Body language is also apparent during Zoom or any type of video calls with remote employees. In fact, body language is often more obvious when watching you on video vs. in person.

### SEVEN STEPS TO IMPROVE YOUR NON-VERBAL COMMUNICATION

#### 1. Sync Your Words and Actions to Convey Integrity

I've always been told I should be from Missouri the *show me* state. Most people believe more of what they see than what they hear. If your delivering positive news don't cross your arms, put your hands in your pockets, or lose eye contact. If you're delivering bad news, don't grin. Make sure the employee you're addressing feels they have your undivided attention – no interruptions.

#### 2. Take Up Physical Space to Convey Authority

Place your hands on the armrests or table, stretch your legs or place a notebook on the table as an extension of yourself. When you take up space you signal that you are engaged, present, and here to make decisions. When you curl up or shrink into a corner, you're saying, *"I'd rather follow than lead."*

#### 3. Position Yourself at An Angle to Convey Approachability

If you're aggressive, your employees may be intimidated by you. Your goal should be to help them feel comfortable approaching you and sharing their ideas. Step back, stand, or sit at a 45-degree angle. This takes pressure off the other person so they can relax, think, and regain composure.

#### 4. Keep Your Body Still to Convey Control

Never reveal impatience, anxiety, or boredom. Fidgeting, pacing, head nodding, toe tapping, hair pulling – all of these behaviors signal a lack of self-control which will not reassure your employees about your leadership abilities.

#### 5. Show Vulnerability to Convey Confidence

People who lack confidence often use self-soothing body language that closes them off from others. Do you cross your arms, entwine your legs, put your hands in your pockets, or wring your hands? These behaviors signal insecurity and lack of confidence. Opening up your body shows vulnerability and signals confidence. So, keep your shoulders back, chin up, hands by your sides, and legs uncrossed.

#### 6. Listen Actively to Convey Empathy

When you talk to someone make them feel like the most important person in your world. While they are talking, make eye contact, cock your head to the side, nod, and match your facial expressions to the spirit of what they are saying. Respond thoughtfully, repeating back the essence of what the person just said.

#### 7. Control Facial Expressions – To Convey High Expectations

Your facial expressions alone are capable of demoralizing your employees and diminishing their odds of success. Consider the subtle message you convey when you roll your eyes, raise your eyebrows, frown, or purse your lips. Your face must remain free of tension by relaxing your facial muscles before you meet with your employees. Keep a natural or positive expression on your face throughout the meeting.

#### SPECIAL NOTE

When communicating utilizing technology, look into the camera not at the person you are addressing which will not allow you to have eye contact.

Most people will judge you on what you **do** vs. what you **say**. Be aware of your body language, improve your non-verbal communication and create a great company culture with both your onsite and hybrid or remote employees, that will help you and them achieve goals.



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# MID SIZED RECRUITING Growing Companies STAFFING SMALL

## Working With (Not Against) Others

By Michael Neidle



Working on one's own is easy if you are a hermit and living off the land. Having said this, it is interesting to see how many folks operate as if they are independent of others and don't cooperate even when it's their best interest, although this is the basis of most all human interaction in society and commerce. Most of us engaging in win-win scenarios with others and recognize that life is too short to not accommodate each other. Some people try a different route to achieve their aims and like to do battle each other literally or figuratively, figuring that life is a zero-sum game and want all of the everything for themselves.

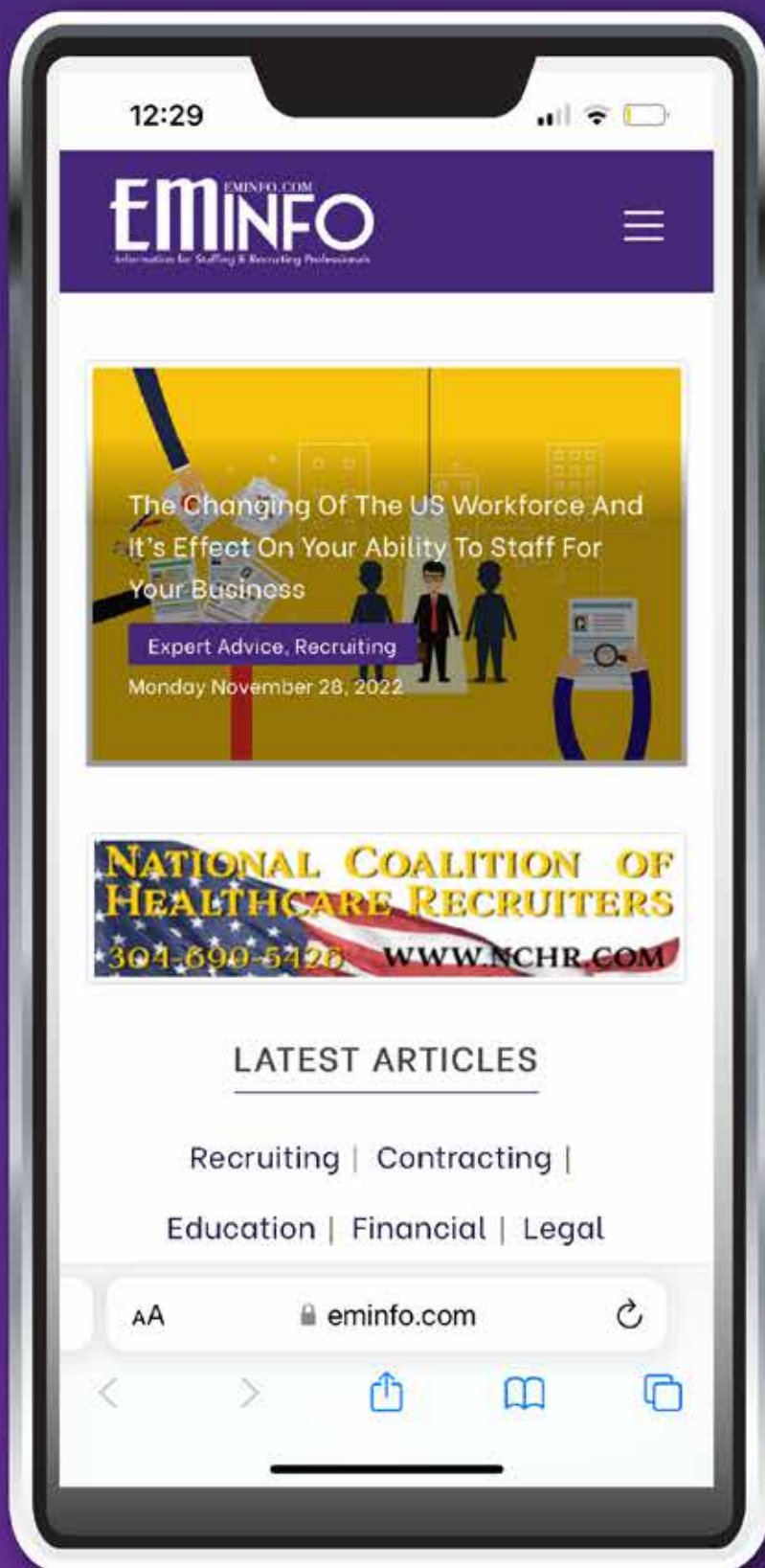
We have been seeing the latter approach playing out over the last 2 or 3 decades in the government who are not getting much done other than amplifying misplaced priorities, playing to the worst tendencies of their constituencies, or just trying to infuriate the opposition. Here are two examples where people who know better have nevertheless worked at cross purposes against each other and their elected duties.

- Playing brinksmanship over what was the perfunctory approving the National Debt limit. And if this is not approved will likely wreak havoc on not just the US economy, being the most reliable country to invest in, and in turning the interconnected world's financial system on its head.
- To win the chairmanship of one of the 2 bodies in the Congress (The House), the leader of majority wing of that party ceded control to the minority wing. This will likely make the passage of any meaningful legislation all but impossible, as any legislation they may write will likely be rejected by the Senate and vetoed by the President. It is unfortunate that they will spend their time grandstanding to raise money instead of doing the job they were elected to do.

In business, one normally strives to do a series of complex tasks, which are often challenging to do at the same time. Growing the company's profits, increasing its market share, and improving its brand are hard to do. And there are different stakeholders in this process, including: a) employee to be kept happy and productive; b) customers to be served and valued, so they become loyal to the brand and buy your product/services; c) your managers; d) your stockholders. The trick is to work together for the best overall results. It is easy to fall into a trap of serving one group of stakeholder at the expense of the others. This would be bad strategy would eventually backfire. Examples might include: 1. Too lucrative incentive to senior management to increase the company's profits at the expense of not investing in the company's future, terminating productive employees or other ill-considered moves. 2. In turn increase ones stock price and/or dividends for a short-term EPS boost; 3. Providing your customers with too low a price for your product/services, free long-term services agreements, guarantees, upgrades, risky extended payment terms, etc.; 4. Maximizing profits for benefit of management and shareholders by not following GAAP (or using too "creative accounting" practices), the tax code and state and federal regulation, or outright fraud.

So, the directive should be to balance the results to all those vested in the company's success, and not to enrich only the managers and owner, but try to do the best by everyone, which admittedly a difficult chore and only a few can accomplish this. To visualize this type of mind-numbing complexity of this on steroids, see the Movie's "Everything, Everywhere, All at Once". The first two companies below are the top 2

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in brand loyalty where all parts of the organization work together to achieve success.

- Apple had received the highest ranking in brand loyalty because their customers feel valued. Their tech support is provided by highly competent professional who communicate and treated with respect from other techies and novices alike at no cost, in open and welcoming apple stores. To be sure Apple products are not cheap, but one can find an iPhone at many price points and their fans remain loyal. This in turn has kept their stick price up over most any time period.
- The second highest ranked company is Amazon. Although Amazon is a multifaceted company and gets 3/4<sup>ths</sup> of its profit from RWS, their cloud and web services division, the company consumer products of Amazon Prime for on-line shopping and streaming services are responsible for its famous brand name and ranking. Prime customers are loyal because it provides a wide selection of goods at favorable process with free shipping and returns and a friendly and helpful telephone support team that promptly handles all questions and problems. Many of their returns are quietly trashed as that's the cheapest way to dispose of them.
- 
- When there is a monopoly, customer service is not a priority. PG&G a northern CA Utility was found guilty of malfeasance for not burying insulated high voltage power cables, while favoring the use of low cost, unshielded overhead cables which are exposed in storms and lightning in the forest. This resulted in huge wildfires a couple of years ago, the deaths of 86 people, and victims claims of \$13.5 billion. Although senior executives did not forget to pay themselves handsome bonuses. PG&E was fined of \$4.2 billion, with tens of billions of dollars still being fought for by the victims.

Given the above, consider what can you do to follow the best practices and working with others to this end.



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



# How to Become a GREAT Recruiter

By Chris Heinz

It doesn't matter what title you have: Executive Recruiter, Director of Talent Acquisition, Internal recruiting specialist, Director of People, or the Grand Puba of all things Talent. You can go through the motions and just do the "job" of recruiting. Or...you can work to become a truly GREAT recruiter.

From my vantage point of 25+ years in the industry and being able to consider some of the best recruiters in the world as my friends, I believe I know a thing or two as to what makes a recruiter great.

Being a great recruiter requires a combination of skills, knowledge, and personal attributes. Whether you are a seasoned recruiter with many years under your belt, or just starting out in the industry, there are some key principles you can follow to ensure you excel in the wonderful world of recruiting/talent acquisition!

Let's explore some of the essential qualities of a successful recruiter, as well as some tips on how to develop and enhance your recruiting skills to be truly GREAT:

## **Develop a deep understanding of your industry and the job market**

The best recruiters are those who have a strong knowledge of the industry they are recruiting for. This means understanding the current trends, challenges, and opportunities in the job market, as well as staying up-to-date with changes and new developments. You should also have a thorough understanding of the job requirements, including the required skills, qualifications, and experience.

The great news is that this knowledge can be a learned trait. You do not have to come from the industry to master it!

## **Build a strong network of contacts and candidates**

Great recruiters are those who have a vast network of industry contacts and candidates. This means building relationships with professionals in your industry, potentially attending industry events, and networking through social media. Additionally, you should keep in touch with candidates and maintain contact even if you cannot place them in a role immediately. This will help you develop a reputation as a trusted advisor in your industry. Technology can be a great assist on this point. More on that later...

## **Master the art of communication**

The ability to communicate effectively is crucial for any recruiter. You should be able to listen attentively to your candidates and clients and have strong verbal and written communication skills. This includes being able to write compelling job stories, engaging in meaningful conversations with candidates, and negotiating salary and benefits packages.

A key here is to be yourself. The more you talk and act like a real person, the better your connections.

## **Develop a keen eye for detail**

Great recruiters are those who pay attention to details. This means being able to identify the skills, experience, and qualifications required for a particular job and ensuring that the candidates you recommend match the job specifications, and fit into the company culture. Additionally, you should be able to review resumes and applications for accuracy and completeness and follow up with candidates to obtain additional information if needed. Not everyone has a good resume. Through the communication traits mentioned above, a great recruiter dives in deeper to learn the real stories about potential candidates.

## **Use data to make informed decisions**

In today's data-driven world, recruiters need to be able to use data to inform their decisions. This includes tracking the success rates of your placements, measuring the effectiveness of your recruiting strategies, and using data analytics to identify trends in the job market. By using data, you can make informed decisions about which candidates to recommend and which strategies to use to attract the best candidates.

### **Be proactive and innovative**

Great recruiters are always on the lookout for new and innovative ways to attract and retain the best talent. This means being proactive in your search for candidates and using a variety of strategies to reach potential candidates, including social media, job boards, and referrals. Additionally, you should be open to new ideas and willing to take risks in your recruiting strategies.

### **Provide excellent customer service**

As a recruiter, you are not just a provider of candidates, but also a provider of customer service. This means being responsive to your clients' needs, providing feedback and support, and offering advice on hiring strategies. By providing excellent customer service, you can build trust and develop long-term relationships with your clients.

### **Stay organized and manage your time effectively**

Recruiting is a fast-paced, high-pressure job that requires excellent time management skills. You should be able to prioritize your workload, manage multiple projects at once, and be highly organized. This includes maintaining accurate records of your communications with candidates and clients, as well as keeping track of deadlines and other important details. This will most likely be a combination of several tools, whether that be your database, online calendar, tactical todo list, etc.

### **Continuously learn**

The recruiting industry is constantly evolving, with new tools, technologies, and trends emerging all the time. To be a great recruiter, you need to be committed to continuous learning and development. This means staying up-to-date with the latest recruiting techniques, attending training and development programs, and seeking out new opportunities to expand your knowledge and skills. The old saying goes, "if you aren't learning, you're dying."

### **Be adaptable and flexible**

Recruiting can be unpredictable, and you need to be able to adapt to changing circumstances and be flexible in your approach. This means being able to pivot quickly when faced with unexpected challenges, adjusting your recruiting strategies as needed, and being able to handle multiple projects and clients at once.

### **Be ethical and professional**

Recruiting is a highly competitive industry, and it can be tempting to cut corners or engage in unethical behavior to gain an advantage. Just don't! To be a great recruiter, you need to maintain a high level of professional ethics and integrity at all times. This means being transparent with candidates and clients and always acting in the best interests of your clients and candidates.

To bring it all together, being a great recruiter requires a combination of skills, knowledge, and personal attributes. By developing a deep understanding of your industry, building a strong network of contacts and candidates, mastering the art of communication, and using data to make informed decisions, you can excel in your role as a recruiter.

Additionally, by being proactive and innovative, providing excellent customer service, and staying organized and managing your time effectively, you can build trust and develop long-term relationships with your clients. Finally, by continuously learning, being adaptable and flexible, and maintaining high ethical and professional standards, you can position yourself as a leader in the recruiting industry.

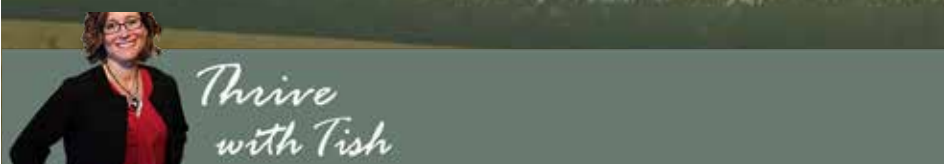
It doesn't happen overnight...but it doesn't take a lifetime, either! In the famous words of Rob Schneider in *The Waterboy*... "you can do it!"



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

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## Agile Work Profiler® Used More Than 100K Times

### Milestone for Career Tool Developed by The DeBruce Foundation

The DeBruce Foundation's Agile Work Profiler®, an online career assessment that helps people identify their strengths and interests as they relate to the workforce, has now been taken more than 100,000 times. People in every state in the United States have taken it.

Publicly introduced in October 2019, the Agile Work Profiler® was developed as part of The DeBruce Foundation's mission to expand pathways to economic growth and opportunity. Developed through research and analysis of a wide range of professions across the US economy, this tool is free to the public, accessible from any device that connects to the internet, and only takes 10 minutes to complete. After completing the assessment, the individual receives a ranked set of their ten "Agilities", or strengths and interests, which are universal to all occupations. The Agile Work Profiler is the first step in advancing career literacy.

"Recently I was a guest speaker for a local high school. I had every one of the students complete the Agile Work Profiler®. Seeing the reactions from the students as they pondered a career that they may have been unaware they were a good fit for, was a pretty memorable experience," said Wade Hoskins, Youth Career Services Advisor for Hancock and Shelby Counties in Indiana. "I wish I had this tool sooner. It led to great discussion and kept the class engaged."

"I have loved exploring the world of Agilities! Discovering my top Agilities has helped me grow and expand within my job, internship, and college courses as I'm more confident in my strengths," said Imani Im, member of the DeBruce Foundation Career Corps. "But learning about Agilities has also helped me pinpoint places where I can improve in order to better reach my academic and professional goals."

"It's so exciting to see the Agile Work Profiler® helping people across the country discover their Agilities," said Dr. Leigh Anne Taylor Knight, Executive Director and COO of The DeBruce Foundation. "For many, it's the first step to building a career with higher wages, better benefits, and more stability."

In fall 2020, The DeBruce Foundation initiated a longitudinal trend survey to assess patterns of employment, income, and work conditions in America. Now, after surveying 16,000 people, the findings point to a formula: career literacy + network strength = employment empowerment. Career literacy can be built by taking the Agile Work Profiler® and using the Career Explorer Tools which is why The DeBruce Foundation encourages everyone to use it to begin expanding their career pathways.

### 31 New Member Recruitment Firms Join NPWorldwide

The international executive search and recruiting firm network just got bigger! 31 new member recruitment firms have joined NPWorldwide – representing an impressive variety of specialties from 6 different countries around the globe. This growth will help strengthen NPWorldwide's reputation as the premier global resource for quality talent while providing even more value to current members through increased capacity to clients. "Congratulations to each of these member recruitment firms," said Dave Nerz president of NPWorldwide. "By joining our network, these firms are invested as owners." Joining NPWorldwide allows members to expand their scope of work on behalf of clients and candidates alike.

APlus Career Recruitment Co., Ltd. ([www.aplus-career.com](http://www.aplus-career.com)), Bangkok, Thailand- Wide experience serving clients in different sectors, including manufacturing, automotive, electronics, chemical, retail, and life science

Scout Hiring ([scouthiring.com](http://scouthiring.com)), Miami, Florida, USA- Specialists in technology recruitment

Applicant Starter ([hrstarters.com](http://hrstarters.com)), Atlanta, Georgia, USA- Areas of focus include solar power, energy, telecommunications and insurance

Advance Management Solutions LLC ([advancemanagementsolutiontech.com](http://advancemanagementsolutiontech.com)), Dover, Delaware, USA- Specialists in healthcare, finance, IT, and non-IT roles

MGS Consulting, San Diego, California, US- Focused on finance, accounting, and IT/fintech

Anna Antonovsky Israel ([antonovsky.expert](http://antonovsky.expert)), Netanya, Israel- Areas of expertise include investment banking and private equity, high tech (medtech, edtech, etc.), and HR directors global

ReqOverflow ([www.reqoverflow.com](http://www.reqoverflow.com)), Chicago, Illinois, USA- Specialists in technology recruitment

Grammar INC ([Grammarusa.com.com](http://Grammarusa.com.com)), Wilmington, Delaware, USA- Areas of focus include accounting/financial services, biomedical/pharmaceutical/medical device, chemical process, engineering/operations/manufacturing, healthcare, and technology

ZimZee Recruiting ([www.zimzeerecruiting.com](http://www.zimzeerecruiting.com)), Salt Lake City, Utah, USA- High-tech recruitment throughout the USA

Ali Recruiting, Atlanta, Georgia, US- Healthcare recruitment

InThink Human Resources. ([inthinkhr.ca](http://inthinkhr.ca)), Vancouver, British Columbia, Canada- Expertise is filling legal, executive, corporate and accounting-based roles

Whizport ([www.whizport.com](http://www.whizport.com)), Washington, DC, USA- Specialists in IT recruitment

Synergy Staffing, Albany, New York, USA- Primary specialties are IT, engineering, and healthcare

Reimagine Talent ([www.reimagnetalent.com.au](http://www.reimagnetalent.com.au)), Melbourne, Victoria, Australia- Focus is on professional roles with the manufacturing, supply chain, and procurement sectors

Fast Action Staffing ([www.fastactionstaffing.com](http://www.fastactionstaffing.com)), Sacramento, California, USA- Areas of focus include accounting/financial services, biomedical/pharmaceutical/medical device, cybersecurity, engineering/operations/manufacturing, and technology

Work Guru LLC, Los Angeles, California, USA- Primary specialty area is engineering/operations/manufacturing

SAS Executive Search, LLC ([sasexecutivesearch.com](http://sasexecutivesearch.com)), New York, New York, USA- Placing CPAs, accountants, and other professionals exclusively at CPA firms throughout the United States

Hummer Agribusiness Search, Inc ([www.hummerag.com](http://www.hummerag.com)), Iowa City, Iowa, USA- Recruitment services for growth-oriented agricultural companies, with an emphasis in crop inputs including: plant nutrition, crop protection, seed, biologicals, soil health, and crop enhancement

The Brentwood Group ([www.thebrentwoodgroup.com](http://www.thebrentwoodgroup.com)), New York, New York, USA- Industry experience spans the food, beverage, pharmaceutical /medical devices/biotechnology, construction and many other manufacturing and service industry clients

Artemis SEA ([artemissea.com](http://artemissea.com)), Bangkok, Thailand- Providing recruitment services across multiple industry verticals including automotive manufacturers and auto parts suppliers, Fast-Moving Consumer Goods (FMCG) and food companies, energy and power suppliers, industrial manufacturers, and global logistics leaders

Ironman Staffing Medical Services, Inc. ([www.ironmanstaffing.com](http://www.ironmanstaffing.com)), Miami, Florida, USA- Specialists in healthcare/medical recruitment including registered nurses, nurse practitioners, physician assistants, medical assistants, and radiologic technologists

Riccione Resources ([www.riccione.com](http://www.riccione.com)), Dallas, Texas, USA- Specialists in software engineering and related disciplines

Ignite Hx (Talent United Branch) ([ignitehx.com.au](http://ignitehx.com.au)), Brisbane, Queensland, Australia- Specialists in IT and software recruitment

The Rep Company, LLC ([myrepco.com](http://myrepco.com)), Topeka, Kansas, USA- Areas of focus include manufacturing and supply chain, SaaS, and arts & entertainment

Temp and Agnew ([www.tempandagnew.com.au](http://www.tempandagnew.com.au)), Sydney, New South Wales, Australia- Temporary and contract placements within the financial services, insurance, and business support sectors

Global Talents Hub ([edtechlabs.com](http://edtechlabs.com)), Bratislava, Slovakia- International IT recruitment

Oculus Search Partners LLC ([www.oculussearch.com](http://www.oculussearch.com)), Boston, Massachusetts, USA- Boutique recruitment firm specializing in software, information technology, healthcare, engineering, human resources, accounting/finance, manufacturing, logistics/ distribution/ supply chain, food/beverage, biotech, pharma, and more

The Recruitment People, Gold Coast, Queensland, Australia- Generalist recruitment firm with experience across the following sectors: corporate & commercial, FMCG & industrial companies, contact centre, sales, accounts & finance, and management & executive

Viper Staffing Services (www.viperstaffing.com), Los Angeles, California, USA- Primarily serving the legal and accounting industries

Keyresourcesllc, Atlanta, Georgia, USA- Areas of focus include accounting/ financial services, banking, biomedical/pharmaceutical/medical device, cross-industry functions, cybersecurity, engineering/operations/ manufacturing, healthcare, legal, and technology

work22INcorporated (www.work22.com), Fort Lauderdale, Florida, USA- Primary focus is in manufacturing, aerospace, automotive, IT, and warehouse

npaworldwideworks.com.



# Letter From The Editor

*Don't miss out!*

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It's still a candidate driven market. That's not new. What is being discussed are still important topics, like virtual vs in office, time off, benefits and wellness. Those good candidates with the skills needed are hard to find as they are fewer and far between. Baby boomers are retiring in record amounts but who knows retirees may be your best choice. We recently became aware of two top level retirees that never even made it to the retiree status. Meaning they were wooed into another position before the ink dried from their previous long-time career. Reasons to return to the work force vary but those that have the skills are still in high demand. As human beings, it's still nice to feel needed.

As always, it's important for recruiters to ask the right questions when talking with both candidates and clients. The great recruiter has good intuition as well as a broad and deep understanding of the industry they have made their niche in. In this issue, you will find many good solutions to develop and refine your tools in your tool box. Frank Burtnekt offers guidance with seven questions to ask individuals when considering a job change. Chris Heinz shares his list of ideas to stay ethical and professional to not only succeed but excel.

Good recruiting is developed over a period of time like an athlete hones their professional training to be the best in their chosen sports. As spring time approaches, lots of great events for the staffing and recruiting industry are taking place. Which ones will you choose?

Happy Recruiting....

*Pat Turner*

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