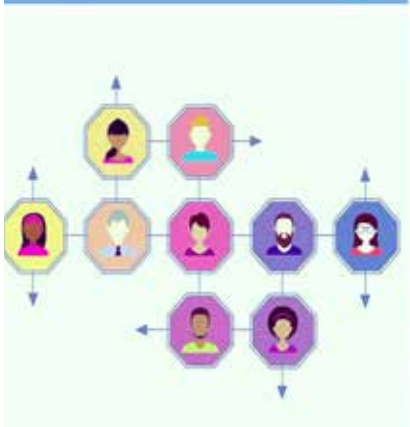


# The Best Healthcare Staffing Software Has These 8 Features



# Empowering Candidates to Make Quality Decisions

# A Guide: Why Staffing Agencies Should Use Payroll Software

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# DID YOU KNOW?

\* Credential tracking is a critical component to healthcare staffing. Without the ability to track and manage credentials, it is impossible to place healthcare candidates. pg 5

\* Identify the outcome(s) that will signal success and satisfaction that the right decision was made. pg 8

\* Payroll software systems for staffing companies automate the calculation and processing of payroll to ensure your employees are paid on time. Payroll software systems can track wages and hours, calculate taxes and withholdings, and handle direct deposits without a hitch every time. pg 9

\* You can share video statistics with decision-makers, but you also can show how your video is everywhere. That will be just as impressive. pg 15

\* Among the top contenders on our list, what was once called electronic mail—OK, boomer—is still one of the most highly accessible and trusted forms of direct digital communication. It's potentially a highly personal medium, where even a mass email campaign can be the start of a lot of one-on-one conversations. pg 16

\* Signs are out there that cracks are developing in the forty-hour work week. An excellent article by Andy Medici of *The Playbook*, presented results of a recent study<sup>2</sup> in the UK that reviewed data from 61 companies and 2900 workers and found that turnover dropped by 57% and revenue rose by 1.4% during the trial period. Surveys found that 39% of workers were less stressed and 71% had reduced burnout. More than half said the four-day workweek made it easier to balance work and household chores. pg 17

\* Your belief system needs to continually evolve because you are dealing with more information and more changes, than at any other time in history. According to LinkedIn, human knowledge is doubling every 12 hours, where the doubling rate fifty years ago was 25 years. pg 18



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# The Best Healthcare Staffing Software Has These 8 Features

By Jennifer Roeslmeier

If you are a healthcare staffing company, you know your business has unique needs. The healthcare staffing industry is unlike any other industry, which makes finding software that meets those specific needs challenging. Using an ATS, CRM and payroll solution not specifically designed for the healthcare industry will work for some of your business needs, but it won't provide some of the most essential features you need for your business to truly be streamlined and ultimately grow.

The good news is, there are healthcare software solutions that meet the unique needs of the healthcare industry. When evaluating healthcare staffing software solutions though, how do you know what to look for? What are the must-have features to help your staffing company thrive? In this article, we will dive into 8 features that the best healthcare staffing software solutions have to accommodate the essential needs of healthcare staffing.

## 1. Pay Package Calculator

In healthcare staffing, you are managing many different shift types from long-term assignments that involve sign-on bonuses to per-diem and other travel perks that require gross margin to be assessed. This is especially relevant for travel nurse packages. A pay package calculator that integrates with the GSA Rates Calculator will provide a detailed calculation and analysis of Pay/Bill Hours, Pay/Bill Rates, Overtime Calculations, Bonuses, Holidays, and more. The calculation will then provide your expected gross margin percentage and markup.

A built-in pay package calculator with your staffing software will save you time, help you save and earn more money by correct gross margin calculations, and also relieve the stress of manual complex pay calculations. All of this without needing to leave your software! Some pay package calculators may even go a step further and give you the ability to send the pay package to your candidate for approval right from the pay package calculator screen.

## 2. Credential Tracking

Credential tracking is a critical component to healthcare staffing. Without the ability to track and manage credentials, it is impossible to place healthcare candidates. **The first component of credential tracking** is the ability to store licenses, certifications, and other necessary compliance pieces, in addition to, dates granted, expiration dates, license numbers, and more. **The second important component** is the ability to send automatic reminders through email or text to individuals that have credentials expiring or expired. This alerts the employee of their credential expiration date and will prompt them to provide their updated credentials otherwise they won't be able to be placed. **The third important component** is the ability to put a hard stop on placing candidates with missing or expired credentials. This is essential as you won't want to be held reliable placing a healthcare professional that doesn't have the proper credentials. **Lastly, see if the healthcare software provider has a credential expiration report.** This will be a big help to you when tracking expiring credentials and staying on top of those employees on the list.

Automated credential tracking is vital for every healthcare staffing company. Manually keeping track of credentials leaves room for error. Not to mention the time you need to put into keeping the information up to date and reaching out to employees with expiring credentials. Automated credential tracking is a must when searching for healthcare staffing software.



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### 3. Easy Shift Management

Managing shifts is one of the things you will be doing the most in the software, so you will certainly want it to be user-friendly to manage. **Your demo of the software would be a good time to gauge the overall look, feel, and tools available to manage your shifts.** Does it look simple and easy to use? Some software solutions may even offer a color-coded shift schedule that helps you identify shifts that are in progress, pending, open, upcoming, and more!

**One major feature to ask about is the ability to create and manage shifts both individually and in bulk.** If you need to make an update to shifts in bulk, you won't want to do that one by one. The ability to bulk modify shift start/end dates, start/end times, quantity, reporting information, credentials, skills, and more is important. The best healthcare staffing software can modify shifts in bulk to save you time and increase efficiency.

**Another important tool for easy shift management are "Won't Go/Don't Go" tools.** If a facility doesn't want a certain employee or an employee doesn't want to work at a certain facility, the software will have this marked and you won't make the mistake of accidentally placing an employee somewhere they shouldn't be placed.

### 4. Self-Service Web Portals for Employees and Facilities

The convenience of self-service tools is a **must** for employees and facilities. **Everyone wants to have the ability to complete tasks easily and on their own time.** This is where Web Portals that are connected to your healthcare staffing software become especially important to have. Mobile-friendly Web Portals take it a step further. Healthcare professionals are very much on the go and aren't always necessarily at a computer. **Having a mobile-friendly web portal gives them access to everything they need right at their fingertips while on the go.**

For employees, some key features for them to have access to is the ability to enter availability, time, upload credentials, and view their work schedules. For facilities, you want them to be able to view upcoming shift schedules, invoices, and reporting. These are just a few of the important self-service tools that web portals can offer healthcare professionals.

**OnBoarding is another component that can simplify the staffing of healthcare professionals.** Healthcare software that offers both Web Portals and OnBoarding keeps everything streamlined. OnBoarding with e-forms will especially smoothen the application process and shorten the time to hire.

### 5. Powerful Search for Seeking Qualified Candidates

You want the search features in your software to be robust. In healthcare, there are many specific qualifications and needs you look for when staffing shifts. Being able to filter and really narrow down your search to what you are looking for will save you time and help you staff shifts quicker by only being presented with candidates that are qualified for the shift you are hiring for.



**Some filters you will want to be able to factor into your search are availability, schedules, credentials, and shift preferences.** Think about some of your current needs as well. What would be helpful to be included in the filter as you are searching for candidates and see if the healthcare software provider offers it.

## 6. Emailing of Shift Schedules

The ability to email shift schedules to both facilities and employees is important. This gives the facility a nice summary of its upcoming shift schedule. It also gives employees a summary of their upcoming shifts. **In your demo, see if the software provider has the ability to email shifts and what formats are available.** Can you email daily, weekly, and monthly shift schedules? Can you email in a calendar view or a list?

The emailing of shift schedules helps strengthen your communication with both facilities and employees. It also helps ensure there is no confusion when it comes to the start of each shift!

## 7. Shift Differential Rate Schedules

The need to manage shift differentials is very common in healthcare staffing. Often times you need to manage rate schedules by facility by role, shift and unit. **The ability to be able to seamlessly manage shift differentials is a must in your software.** You will want to be sure it can auto-populate shift orders with the appropriate rates. Additionally, it will need to be able to handle special pay requirements such as per diem, stipends, and more.

## 8. Improve Relationship Management with Text Messaging

**Text communication with employees is a fantastic way to confirm shifts, offer shifts, or simply maintain the relationship.** Today texting is a must in staffing and should be part of your communication strategy. In fact, texts have a 98% open rate, meaning you are likely to receive a response.

Staffing software providers offer different means to text through their solutions. **Check with the healthcare staffing software provider you are looking at and see what texting options are available.** Can you send texts both individually and in bulk? Can you create text templates, so you don't need to reinvent the wheel each time? How can you manage the texts as they come in? These are all good questions to ask as you assess the texting solutions that the staffing software provides.

## Equipped with the Right Tools for Healthcare Staffing Success

We reviewed some of the top features to look for as you assess healthcare staffing software solutions. Being equipped with these tools will streamline your processes and nurture your staffing company for continued growth. In healthcare staffing, having the right technology at your fingertips will make a great impact not only internally at your staffing company but for your clients and employees.

Ready to find a [healthcare staffing software](#) solution that is equipped with these essential tools? [Schedule a demo](#) of Ultra-**Staff** EDGE staffing software.



Senior Digital Marketing and Brands Manager at Automated Business Designs E-Mail: [Jennifer.Roeslmeier@abd.net](mailto: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 Burtnekt has spent his lengthy career working with educational and career development initiatives engaged in the design and

delivery of programs and services that bring maximum career success and satisfaction to individuals from across the life-span. His academic preparation has resulted in being awarded the Master of Arts and Doctor of Education degrees in counseling by the George Washington University (DC). And the Bachelor of Science Degree by Shippensburg University (PA). He is a Registered Counselor (RC478) in the state of Maine and has earned the National Certified Counselor (NCC) and National Certified Career Counselor (NCCC) credentials of the National Board of Certified Counselors (NBCC), as well as the Certified Personnel Consultant (CPC), the Certified Temporary Staffing-Specialist (CTS) and Certified Employment Retention Specialist (CERS) credentials of the National Association of Personnel Services (NAPS). Further, he served as the NAPS certification and education consultant from 1994 to 2021. Readers may direct questions to him at [ednow@aol.com](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 Burtnekt responds personally to each career question. EMinfo readers are encouraged to submit their questions for Dr. Burtnekt at [ednow@aol.com](mailto:ednow@aol.com)*

## Empowering Candidates to Make Quality Decisions

EMInfo Reader: I'm finding more and more candidates challenged by making the job and career decisions they often have to make. How might I be more supportive of them during these times?

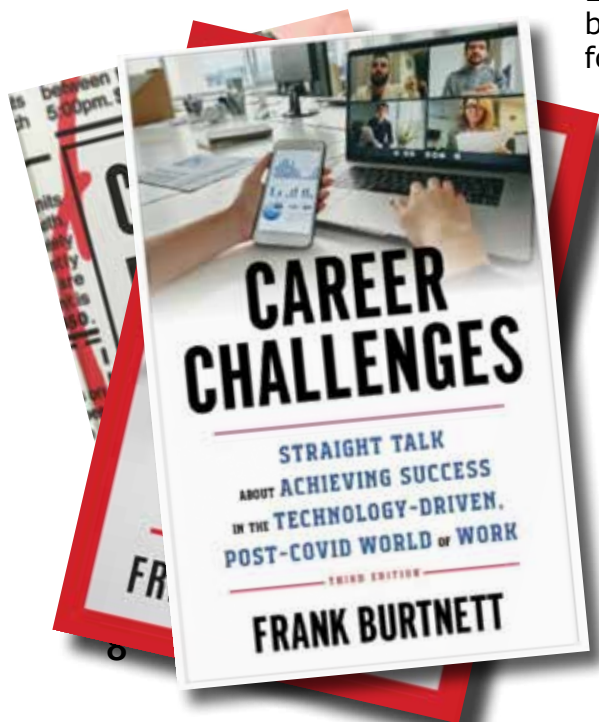
Dr. Burtnekt: Candidates for job or career change, or those facing an important decision of any kind, are in need of decision-making empowerment. Staffing and recruiting professionals are uniquely positioned to help candidates for job change learn and practice how to make quality decisions.

As President Theodore Roosevelt once said, "In any moment of decision, the best thing you can do is the right thing. The worst thing you can do is nothing." I believe he was speaking of the avoidance and procrastination and that often interferes with quality decision-making.

Candidates for job or career change need to learn and practice the elements of good decision-making that I have created to show my students how they can be outstanding decision-making facilitators. They are:

1. Know there is a decision to be made. Every decision-maker must fully understand the existence and scope of any decision that lies before her/him. Not knowing is relinquishing personal power as others will likely make the decision for them.
2. Study and consider the any list of options or choices. Bring the decision into full light by devoting adequate time and attention to listing the varied actions that may be taken.
3. Consider the consequences (pros & cons) of each option. Identify the rewards and risks associated each option will generate.
4. Eliminate options or choices that are not realistic or viable at this time.
5. Rank remaining options or choices in priority order as to their suitability and appeal..
6. Create a plan for implementing the decision, including a consideration of how others have made the same decision. Learn from others and include a Plan B if appropriate.
7. Identify the outcome(s) that will signal success and satisfaction that the right decision was made.
8. DECIDE
9. Implement and make a personal investment in the decision. Engage in any behaviors that are required to bring the decision to fruition.
10. Evaluate the decision and determine any "lessons learned" from the decision that may be applicable in future decision-making.

Empowerment requires a significant investment and engagement by the decision-maker, but every positive decision will strengthen individual decision-making knowledge and skill for the future.



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

Straight Talk about Achieving Success in the Technology-Driven, Post-COVID World of Work, 3rd Edition

(Rowman & Littlefield Publishing Group)

& represent those witnessed regularly by search & staffing professionals.





# A Guide: Why Staffing Agencies Should Use Payroll Software

Ask any staffing agency what's the top IT architecture for their company and a payroll management system will rank top of the line. Staffing agencies put more than [three million people](#) out on jobs each week. Given that staffing agencies are in the employment business, the payroll software solution they use is critically important to ensuring their employees are paid—as well as the company itself.

Heaven forbid, your agency still completes manual payroll. Human error can cause massive headaches in the payroll process, and nothing alienates your workforce faster than an incorrect or late paycheck! Only the smallest firms likely haven't automated their payroll management systems with

By Lynn Connor

a professional software solution.

The point is that any payroll problem isn't a minor issue. There are so many moving parts around compliance, taxes, deductions, benefits, and more that are increasingly difficult, if not impossible, to do your payroll by hand—no matter the size of your company.

How can payroll software systems designed for staffing companies alleviate the risks of payroll errors? This article will help you understand how these intelligent but easy-to-use solutions work and how they can help your business reduce payroll errors and improve efficiency.

**What is Payroll Software Systems for Staffing Companies?**

Payroll software systems for staffing companies are specialized to fit the needs of your industry. Payroll management systems offer features that cut or eliminate errors while automating tasks to speed up these critical business functions. Some of the specific functionalities of [payroll software solutions](#) include:

**Time and attendance management:** Time tracking is the 800-pound gorilla of the staffing world. Tracking employee time and attendance ensures your organization fulfills the terms of the agreement with your client. But this feature also ensures your employees are paid appropriately. Manual tracking processes are incredibly unwieldy, increasing the risk that this critical data will not be captured accurately. The best payroll software tracks time, attendance, handles time off, and more.

**Payroll processing:** Payroll software systems for staffing companies automate the calculation and processing of payroll to ensure your employees are paid on time. Payroll software systems can track wages and hours, calculate taxes and withholdings, and handle direct deposits without a hitch every time. These systems are even more important now that more workers than ever before are remote. Automation found within your payroll software can handle the nuances of city, state, and federal taxes when a contractor works across state lines.

**Billing and invoicing:** Many payroll software systems for staffing companies include billing and invoicing features that enable automatic invoicing. These features let you generate and send invoices to clients, track payment status from an easily viewable client-specific dashboard and manage accounts receivables. This is one way these platforms literally pay for themselves by making sure that you receive income faster.

**Compliance:** Say the word "compliance" to an HR manager, and it's sure to raise the hairs on the back of the neck. The truth about compliance is it is one of the most complex regulatory areas in our business. But a staffing industry payroll management system automatically handles changes to local, state, and federal rules around minimum wage, labor laws, overtime requirements, taxes, employee classification, and more. If you don't have an automated payroll software solution, the bigger your firm grows, the higher the risk that you'll get something wrong.

**Reporting and analytics:** Staffing agencies live by their numbers. Payroll software systems for

staffing companies ensure you have robust reporting and analytics capabilities that capture key performance indicators (KPIs), profit and loss, and employee utilization rates.

A payroll software solution is a powerful addition to a staffing agency. But how does [automated payroll software](#) work?

#### How Does Automated Payroll Software Work?

Automated payroll software systems for staffing companies work by streamlining manual processes for calculating and processing payments. The specific functionality of these proprietary platforms varies according to the vendor you choose. However, the basic steps in the automated payroll process include some of these areas.

#### Staffing Payroll Software Helps Streamline Employee Data Management

The first step in a manual data process is to collect the data. When it comes to an employee, there's a ton of it, from the legal name of the worker to address, specific tax and withholding details, and of course, the hours worked. As staffing companies grow, capturing 100% of this information manually without human error is virtually impossible. But if you have a payroll management system, the data is captured and managed automatically and securely.

#### Payroll Software Automates HR Record Keeping

Automated payroll software allows employees to add time via an easy clock in/clock out system, as one option. The system portal allows for an employee dashboard where they can see their pay stubs and some allow employees to ask for time off. The data is used to run payroll automatically based on the hours the employee worked.

#### Payroll Software Generates Employee Pay Statements

Forget manual check writing. Payroll management systems collect and process hours against the employee's pay scale, taxes, and deductions. Withholdings are calculated automatically, and these systems are especially excellent at handling the myriad calculations that come with a dispersed workforce. For staffing agencies, the other complexity is the various work arrangements that happen in the staffing world. Payroll software systems for staffing companies can handle it all—from 1099s for independent contractors to W2s and more.

#### Payroll Software Solutions Handle Secure Direct Deposit

Securely transferring payroll funds to an employee's bank is no problem for these intelligent payroll systems. Automated features safely send digital payments straight into employee bank accounts. Or, the system may issue paper checks or pay cards, depending on your arrangement with employees and the software's capabilities.

#### Prepare Tax Forms with Payroll Management Systems

Payroll management systems help with tax and compliance management. Given the complexities of today's tax rules, handling withholdings manually is extremely risk laden. Payroll software for staffing agencies removes the risk by automatically withholding the correct taxes for each employee. The software may also generate reports and other documents necessary for corporate tax reporting.

#### Analyze Labor Costs with Automated Payroll Reporting

The final step and feature in payroll management systems includes analytics and reporting that allow staffing firms to track revenue, profitability, employee labor costs, and more.

#### Benefits of Payroll Software Systems for Staffing Companies

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As you might imagine, automating your payroll software is widely appealing for any staffing company struggling to keep up with the volume of employees flowing in and out of their company each week. Manual processes for payroll or other HR functions can not only hold back your efficiency but can also create errors that cause great employees to leave or even cost you compliance fines. That's why staffing agencies turn to payroll management systems. The benefits include reducing the risk of human error and creating more efficient processes that ultimately keep your firm legal and professional.

#### Payroll Management Systems Reduce Errors

With automated and accurate payroll processing, the software handles everything from tracking employee hours to calculating payroll taxes and deductions. This significantly lessens the risk of human error. Even one tiny miscalculation could land you in hot water, and as you add more employees, the risk of manual payroll processes is exponential.

#### Improve Efficiency with Automated Payroll Software

How much time does your HR team spend calculating employee data, checking, and rechecking numbers, transferring data between spreadsheets, and manually writing checks? With automated payroll systems, automation handles manual tasks that are highly time consuming. These platforms even have an employee self-service feature that allows your workers to view pay stubs, request time off, or update their personal details. All these features end up significantly reducing the workload of your HR team. Imagine what your team could do with that time? Work on employee retention? Hire more candidates? Improve training? Automating payroll processes frees your HR team to focus on core business initiatives to help build your company.

#### Payroll Software Ensures Compliance

Staffing companies must comply with various employment regulations such as the federal Fair Labor Standards Act (FLSA) and state-specific rules for hiring and employment. Payroll software systems help staffing companies stay compliant with these rules. It's important to note that these regulations change frequently and vary by state and local regions. Payroll software keeps track of the latest regulatory changes, so you stay compliant even as the rules change.

#### Automated Payroll Software Promotes Transparency

The self-service portal on payroll software systems is incredibly helpful for answering basic employee or contractor questions about hours worked, pay scale, or vacation time used. This feature promotes transparency between you and your staff.

#### Payroll Software is Cost Effective

Your subscription to a cloud-based payroll software system pays for itself by reducing the time and resources required for payroll processing. This efficiency frees up your HR team for more mission-critical activities.

#### Partner with COATS Staffing Software for the Top Payroll Management System for Your Recruiting Firm



COATS is the nation's leading provider of automated [payroll software for staffing agencies](#). We offer many benefits outlined in this article along with excellent customer service and a track record of serving the staffing industry. Our all-inclusive tools do more than payroll, we offer an applicant tracking system and mobile-friendly customer relationship management (CRM) tool along with accounting and billing software. We are a trusted all-in-one solutions provider for the staffing industry. If you'd like to talk about how we can help your business, [schedule a demo today](#).

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# ASK COACH

## Mike

Michael Gionta

## Overcome These Common Fee-Based Objections

Mike, I work on a model that is either an exclusive contingency or a deposit-based search. I've been running into situations where companies tell me they only work contingency or a stated fee. What are some of the best ways to respond when you hear those fee-based objections?



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

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

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### Common Fee-Based Objections

As experts in our industry, we hear a handful of these:

**We only pay \_(fill in the blank)\_.**

**We don't do retainers.**

**We work with multiple recruiters.**

**Your fee is too high.**

I will not spend much time there if somebody says they do not pay fees. I do not have to re-create the wheel. There is enough business out there that you do not have to do that.

We know we will hear no fee or low-fee objections, so I challenge you to invest time and be 100% prepared. The best way to handle that objection is to take a phenomenal search, the right way, from the beginning. For those of you who are clients or who have bought our retainer product, Module 3 in [Retainers for Recruiters](#) is probably an hour long. It is a culmination of my life work; all of the objections I ever heard, all the reasons why clients do what they do, the way they do it. I just began studying and would imagine I am the client. What do I need to understand to work with a recruiter the right way to create a partnership? Versus, what do I need to do as a recruiter to pitch this?

### Establish Need and Urgency

Most recruiters need to do a better job of [establishing need and urgency](#). **\*Hint: Asking "how urgent is this job order on a scale of 1 to 5?" does not establish urgency. Instead, try asking, "what are the consequences of this position remaining open?"** Dig in deep there. Invest the time in your niche to become a subject matter expert on the roles you fill and the economic value they add. This is the work most recruiters will not do. And you can do most of the research through your marketing and recruiting calls anyway! If you place an XYZ widget engineer, when I am taking datasheets on widget engineers, I would be asking, so, if you were not there, what would happen? What would not get done? How would that impact the company? That is where I am talking about doing the research. Do your research on the calls you already have.

You might be wondering, Mike, where are you going with this? I just wanted to overcome a fee objection. This is a sophisticated sale. **You do not overcome it through rebuttals. We uncover it by setting up the process to win in the first place, by revealing the position, the problems, the consequences for the job remaining open, and what they have done so far to fill it.** And not, are you happy with the results from that? It is, *"tell me about the results you are getting and tell me what you like and do not like about that process."*

So, let them whine about the existing recruiters they have already worked with to try to help them fill it. Let them complain about their talent acquisition or HR departments and those results. You are building pain. If there is no pain, they go, oh, no, I have ten people to interview next week. I just thought I would give you a shot. I will likely not be too invested in that search and will likely not be able to overcome that objection because there is no urgency. But what you are most likely seeing in a market like this, where they have low fees, bad terms, and back guarantees, is they are probably getting weak results because the better recruiters are not working on it.

### Overcome Fee-Based Objections with Processes

**It is not overcoming the objection. It is having the right process in place.** You go through the entire process of everything you will do to fill the role in granular detail.

Ask Coach Mike



Because if you say, we will put together a list of 60 to 80 people. We will reach out to those people seven times through a combination of voicemail, email, text, inmails, over three weeks. Of the 80, we will have talked to 60. Of the 60, statistically, we will speak to a bunch who are interested and not qualified. We are going to talk to a whole bunch that are qualified and not interested because of the timing, because of money due to them, because they love their jobs right, but out of that list are going to fall two or three people that have two things going for them. One, they are in the top 15% or 20% of what they do, and two, we have identified two or three valid reasons for them to make a career change right now. Because we are going to do all that, that represents an investment in the search of 28.6% with a \$7,000 upfront deposit.

Now, Mr. or Ms. Hiring Manager, are you authorized to approve that or do you and I need to talk to someone else? And then the natural objections are going to come. Less than half of my prospective clients accepted the offer when I did everything correctly. Two, they are not always the ones that can approve it. Three is they might be the ones that approve it, but then they go, well, you know, our standard fee is 20%, and we have got 12 other firms that have agreed to it.

### Responding to Objections with Questions

My first response whenever I hear that is, then why are we talking? A dozen firms have agreed to this fee; why are we even talking? Why are you wasting your time with me? Oh. We have given it out to two, and we are still waiting to see something.

My favorite response in that scenario was:

If I agreed to fill this position for free and did not give you any suitable candidates, tell me how much money I have saved you. The other way to overcome this objection, is to put the fee into perspective.

You told me this would cost you \$2 million a week in revenue, and we are talking about an \$8,000 difference in fee. I am having trouble making sense of this.

Further the gap by asking, with the other firms that you worked with, what was their process for fulfillment? They will rarely know.

I do not know. We gave them the search. They agreed to our terms. So, what were your criteria, Mr. or Ms. Employer, for vetting them as the type of firm that could fill the role? Well, what do you mean?

Did you talk to them about previous searches? Did you speak to them about their ability and level of commitment at 20% nonexclusive contingency?

No.

So, if I am hearing you correctly – This takes a bit of hudsba, a little bit of assertiveness. This is where it takes a little bit of knowing yourself as a recruiter and knowing your niche. This is where it requires you to be a fantastic businessperson.

So, if I am hearing you correctly, a position that has a consequence of XYZ... You are telling me that you had no other vetting than they agreed to your fee, and they sounded okay on the phone? And then you are challenging me as to why I will not accept the lousy terms that have produced no results for you so far? So, you are proposing the same terms that you have offered these other firms that have yet to deliver results. I am coming in. I am fixing this. This is the investment. Not the fee. This is the investment.

You are going to ask questions, I promise you, that 99% of the industry are not asking, and the 1%, a significant percentage of the ones that do, are people that have been trained and coached by us. Nobody taught me this. The only reason I started doing it was I started scratching my head and going, how do I sound different than all these other recruiters? How do I make a better business case to work with me than all the other options they have?

I hope that helps. It is a phenomenal question.

### Fee-Based Objections are Just 1 of the 4 Common Objections

<https://youtu.be/IClByCh1sRo>

Watch the video above to learn how TRU Coach Pam Winholtz overcomes the four most common objections from hiring managers.

### P.S. Whenever you're ready... here are 4 ways I can help you grow your recruitment business:

#### 1. Grab a free copy of my Retainer Blueprint

It's the exact, step-by-step process of getting clients to give you money upfront. <https://get.therecruiteru.com/lm>

#### 2. Join the Recruiter Think Tank

and connect with firm owners who are scaling too. It's our Facebook community where smart recruiters learn to make more money and get more freedom. <https://www.facebook.com/groups/therecruiteru> ...

#### 3. Join me at our next event

3x a year, I run a 3-day virtual intensive, sharing the 9 key areas that drive a 7-figure search firm. Click here to check out the dates of our upcoming event: <https://get.therecruiteru.com/emerge>

#### 4. Work with me and my team privately

And if you ever want to get some 1:1 help, we can jump on the phone for a quick call, and brainstorm how to get you more leads, more placements, and more time. <https://get.therecruiteru.com/scale-now>



# Job Spend Strategy: Don't Cut When You're in a Rut

By Matt Lozar

I get it.

When revenue goes down and recession talk becomes more realistic, it's time to evaluate expenses. That's just smart business. Frivolous costs add up, and not being diligent affects the bottom line and could lead to even more difficult decisions in the future.

What I don't get – when those expenses get evaluated, one of the first instincts in staffing and recruiting is to cut marketing expenses. (Yes, I know I work for a marketing company, but stay with me!)

It can be hard to justify marketing because it's a challenge to get direct ROI. When decision-makers ask, "What did this marketing expense bring us?" that can be difficult to answer. That's easy to do with direct job board spend but can be almost impossible to give with social media posts, email marketing, or video production. It's easy to see why that's a simple choice when deciding what's on the chopping block.

**But if your company will chop marketing at the first chance, does it really believe in marketing in the first place?**

Does it have the right plan in place to understand how recruitment marketing is leading to better candidates, faster? (that's an article for another day, but it is food for thought!)

And if you do cut marketing, your customers will think you went out of business. They aren't going to know where you are. They are going to forget about you. When they have a decision to make, they are going to think of the company that *didn't* cut its marketing.

**So, if marketing is going to be evaluated closely, which tactics can help bring a better quality of candidate and also prove direct ROI?**

Let's walk through different recruitment marketing tactics, how you can establish their ROI, and how they impact your quality of candidate:

## Email Marketing

Still the lowest-cost tactic in marketing, a strong email marketing campaign targets active candidates but also targets passive candidates.

- **Active candidates** – send emails of your Top Jobs to candidates in your database who are actively searching for jobs. To measure ROI, run a report that shows who opened the email, and better yet, who clicked on a link in the email. Follow up – don't wait for them!
- **Passive candidates** – continuously share value with contacts from your database who aren't actively looking for jobs. Use the same ROI as the email above, but make a conscious effort to see which passive candidates become active candidates.

When someone asks, "Does email still work?" you can show them, "Yes, here are the number of candidates we placed who clicked on a job last week."

## Testimonials

If more candidates start applying for jobs, you're going to have more unhappy candidates. What do people do when they are unhappy? Post negative reviews!



- **Collect Positive Testimonials** – Now is the time to proactively collect more positive testimonials from your current employees and team members. What is your process now to reach out and ask for those five-star reviews? Make sure you have one!
- **Show How Your Star Rating Goes Up (and outnumber the Negative Ones)** – Nothing makes a small business owner angrier than seeing a negative review about their company posted in a public forum. To combat that, show how your tactics to proactively collect positive reviews lead to an increase in star rating but also outnumber the negative reviews.

## Video

Why video? To start, video is cheap to produce at a very high-quality level. For a small investment – you can produce an HD video with great sound. It looks like it comes from a production studio, but you can do it from your smartphone.

- **Video Can Be Shared Everywhere** – your website, social media, YouTube, and other platforms are all options for showcasing the video you produced. That's a great way to distribute to a big audience by doing the original work once.
- **People Watch Video!** – more people want to see videos, are using videos in their purchasing decisions, and have seen success from using video in their marketing tactics.

You can share video statistics with decision-makers, but you also can show how your video is everywhere. That will be just as impressive.

## Don't Cut When You're in a Rut

Totally cutting marketing when times get tough will be the wrong decision in the long run. You might save some dollars and cents on the spreadsheet, but your customers will forget about you. Your candidates will become lower quality. And you're letting others formulate their opinion about your company since you aren't controlling any of the messaging.

If you need help evaluating your recruitment marketing and determining what will bring the best ROI for your investment during these unique economic times, Haley Marketing is ready to help. Contact our [recruitment marketing experts](#) today to get that conversation started!

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# Put Your Business-Related Content Where It Needs To Be

By Cole Windler

Where do you consume your business-related content? Maybe more importantly, where do your potential clients consume theirs?

We live on the edge of the digital information singularity, where our ability to consume all forms of media is only outstripped by our ability to produce so much content that we could never hope to get close to consuming it all. As a business, this places a substantial task in front of you. Produce something that someone—preferably a well-defined audience, settled upon before you publish your content—in your space, in your professional world will care about, use and ideally share with others. Produce something well researched, linked to other substantial information and sources, something built to attract when searched organically through well-designed SEO, and most importantly... something with a genuine, honest and unique voice that gets beyond the talking points, LinkedIn diatribes and self-aggrandizing. Produce something that helps, makes you look good and adds to the conversation—or get someone with niche industry marketing experience to do it for you.

So, what is the most efficient use of your time or your marketing dollar?

According to a study conducted by [Sapio Research](#) in November of 2022, the top four sources decision-makers turn to for business-related content are:

1. Email
2. Webinars, zoom calls and virtual panels
3. Podcasts
4. Social media

In the grand scheme of things, these four are newer, more modern options for the dissemination of information to the masses—but all tools have their inherent advantages and disadvantages, opportunities for you, as a recruiting professional, to emphasize, incorporate and deepen your brand.

## Email

Among the top contenders on our list, what was once called electronic mail—OK, boomer—is still one of the most highly accessible and trusted forms of direct digital communication. It's potentially a highly personal medium, where even a mass email campaign can be the start of a lot of one-on-one conversations.

Best practices should always be taught and established, because spam and bad actors exist in any medium, but email is still a highly efficient path towards establishing a professional accord with new clients and a great way to keep old clients in the loop. And, if you're looking for the [marketing tactic with the highest ROI](#), email is where it's at.

## Webinars, Zoom Calls, Virtual Panels

These options became the preferred methodologies for keeping the lines of professional communication open during the pandemic. The utilization and the improvement of these technologies has also made the prospect of remote work a real and present option for businesses around the world.

They're not quite face-to-face, but when we're trying to pass on information, a conversation is always the preferred method and these options get us as close as possible to being in the same room. The worry here is with increased accessibility to employees and, in this case, clients, we do run the risk of digital burnout. Produce great business-related content but give your audience time to digest it.

## Podcasts

Podcasts have become popular in the United States and around the world. This long form media provides a welcome change from the breakneck speeds of 30-second snippets. The format allows for the detailed dissection of complex ideas and for listeners to feel like they are in the room during these

focused conversations. We laugh. We cry. We get a sense of why a presenter feels the way they do. *Want to see this in action?* [Listen to our podcast here.](#)

The main problems with podcasts are the same reasons they're popular—anyone can listen and everyone has one. This creates some real problematic market saturation and, unless you're producing really beneficial or supremely entertaining content, you could very well get lost in the shuffle.

## Social Media

Becoming truly influential as a business on social media is all about consistency. When consumers, clients and followers take notice of you—when they like your content—they want to be able to do that consistently.

Social media is an excellent method for building organic and potentially fast-growing professional notoriety and networks, but audiences form expectations revolving around regularity, quality and engagement. It can be a lot of work maintaining that presence while running a business—unless you know an experienced firm that specializes in doing just that—*wouldn't that be convenient?*

## Traditional Courses of Action

While they might not be seen as innovative or exciting, we must not discount traditional means of marketing your business-related content to your clients and colleagues. Industry newspapers and conferences are excellent analog opportunities to approach and connect with long-term members of your professional communities that may not be tech-savvy or those who appreciate real human interaction after the weirdness of a global pandemic. When wanting to expand your business and your influence, no opportunity should be wasted.

At [Recruiters Websites](#), we want you to take a look at who you're talking to and who you're reaching. Do they match up? If not, we can help you make the adjustments you need to make. And if they do match up, we can help you reach more.

In case you thought all we do is world-class websites for recruiters, there's more to our menu of services, including, conveniently enough: email marketing and automations; marketing strategies, branding and collateral; podcast production; and social media management and advertising. If you feel like your firm could benefit from our specialized experience, help us help you save time and increase revenue by getting your business-related content to the right people.



# JUST ASK Judy

## The Four-Day Workweek: Can It Work?



The traditional five-day, forty-hour work week is being challenged. New trends favor the four-day, thirty-two-hour work week, mostly in white collar and high-tech fields. The tradeoff involved is that workers get the same pay for putting in 80% as much time in exchange for delivering 100% of their usual output. Whether these trends will take hold and gradually become common for much or all the labor force is the question of the day. Historically, people typically worked more than eight hours per day, especially during the period of the Industrial Revolution from 1760 to about 1840.

*Unlike today, workers during the Industrial Revolution were expected to work long hours or they would lose their jobs. Many workers had to work 12 hour days, six days a week. They didn't get time off or vacations. If they got sick or were injured on the job and missed work, they were often fired.<sup>1</sup>*

In response to labor unrest, President Ulysses S Grant, in 1869 issued the National Eight Hour Law, formally codifying the eight-hour day. Of course, many people still worked five, six, or seven days a week. After researching factors affecting productivity, Henry Ford, in 1926, determined that his workers were more productive when they worked 5 days a week, 8 hours per day. He therefore instituted this regime and many other companies followed suit. Years later, in 1938, the "Fair Labor Standards Act" was amended to formalize a standard 40-hour workweek for the nation.

What does this history lesson tell us? We see the glacial pace of change in the norms of industry. While inertia is hard to overcome, the pressure for change is remorseless. Signs are out there that cracks are developing in the forty-hour work week. An excellent article by Andy Medici of *The Playbook*, presented results of a recent study<sup>2</sup> in the UK that reviewed data from 61 companies and 2900 workers and found that turnover dropped by 57% and revenue rose by 1.4% during the trial period. Surveys found that 39% of workers were less stressed and 71% had reduced burnout. More than half said the four-day workweek made it easier to balance work and household chores. As a side note, 15% of the workers said that "no amount of money would convince them to leave an employer with a four-day workweek." Of the companies studied, 92% of them plan to convert to the four-day workweek.

In the current tight labor market, employers struggle to find ways to find and retain good workers. A four-day workweek can be one of the benefits they offer. Bonus half or full-day Fridays off are commonly used by many employers to keep their workers happy. A competing work arrangement could likely impede somewhat the trend to a four-day, 32-hour workweek, as noted by Andy in a poll that found that "about 82% of full-time American workers would trade in their traditional five-day workweek for ... four, 10-hour days ... for the same pay."<sup>3</sup> Some jobs which require full on-site attendance or need to be physically open, such as restaurants, retail, and hospitality, would have to hire additional employees and would not benefit from this work model. Also, given the normal ebb and flow of the economy the brakes may be put on the move to a four-day work week when the business cycle again favors the employer over the employee.

Workers in the "gig" economy are already working a self-imposed four-day workweek, or maybe less than that! Many of these jobs, that allow for this flexibility, are high-tech, white-collar, and specialty gig work such as Uber drivers. Often these workers find themselves in high demand and can "write their own ticket" regarding work schedules, with employers happy to have the help. In other fields where this flexibility is lacking workers are pretty much resigned to following the dictates of the employer.

What does the future hold? Trends are likely to continue to creep towards more flexible work arrangements with more firms adjusting their work schedules to accommodate workers' needs. We are no doubt a long way off from a federally mandated four-day workweek, but the practice will continue to gain adherents and will continue to be accepted in more and more industries. If history is any guide, the long game goes to the four-day workweek! In the meantime let's strive to implement systems and processes and methods that make sense and improve our nation's productivity and our workers' lives and let's continue to ponder

### THE FOUR DAY WORKWEEK: CAN IT WORK?

<sup>1</sup> [www.ducksters.com](http://www.ducksters.com)

<sup>2</sup> Lewsey, Fred. "Would you prefer a four-day working week?" University of Cambridge, February 21, 2023.

<sup>3</sup> Maru Public Opinion, *The Business Journals*, 2022.

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Just Ask Judy

# Owner's Outlook



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

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

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

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

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

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

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

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

## Beliefs Create But Beliefs Can Also Destroy

by Barbara Bruno

As an entrepreneur, everything in your personal and professional life is controlled by your beliefs. If you believe life is a battle, it will affect every phase of your life. If you believe you are unable to initiate changes needed in your company, it will affect the growth, profits, and the level of success your company will achieve.

So, what is a **belief**? It is a feeling of absolute certainty. You have developed beliefs throughout your life, often without even realizing it. You can take on the beliefs of others who have influenced you in your personal life and career. Have you ever heard yourself saying, "Oh no, I sound just like my mother or father?" Or "I can't believe I just sounded like one of my old bosses, who I didn't like!"

If life is whatever you decide to believe about it, you must be conscious about your current belief system. In the future you will experience the beliefs that you choose to focus on. These beliefs will help your company attain greater levels of success or could sabotage your ability to increase sales and profits. They can also limit the success of people you supervise, who may unconsciously embrace your beliefs.

There is a quote I want to share by an unknown author **"You don't believe what you see, you rather see what you have already decided to believe."** This describes the Universal Law of Belief. If you don't 100% believe that something can become a part of your reality, no matter how desperately you may want something, it won't happen. Life doesn't automatically provide you with what you want but will provide you with what you intend to achieve especially if those intentions are tied to a strong emotion. Your intentions can occur at both unconscious and conscious levels of awareness.

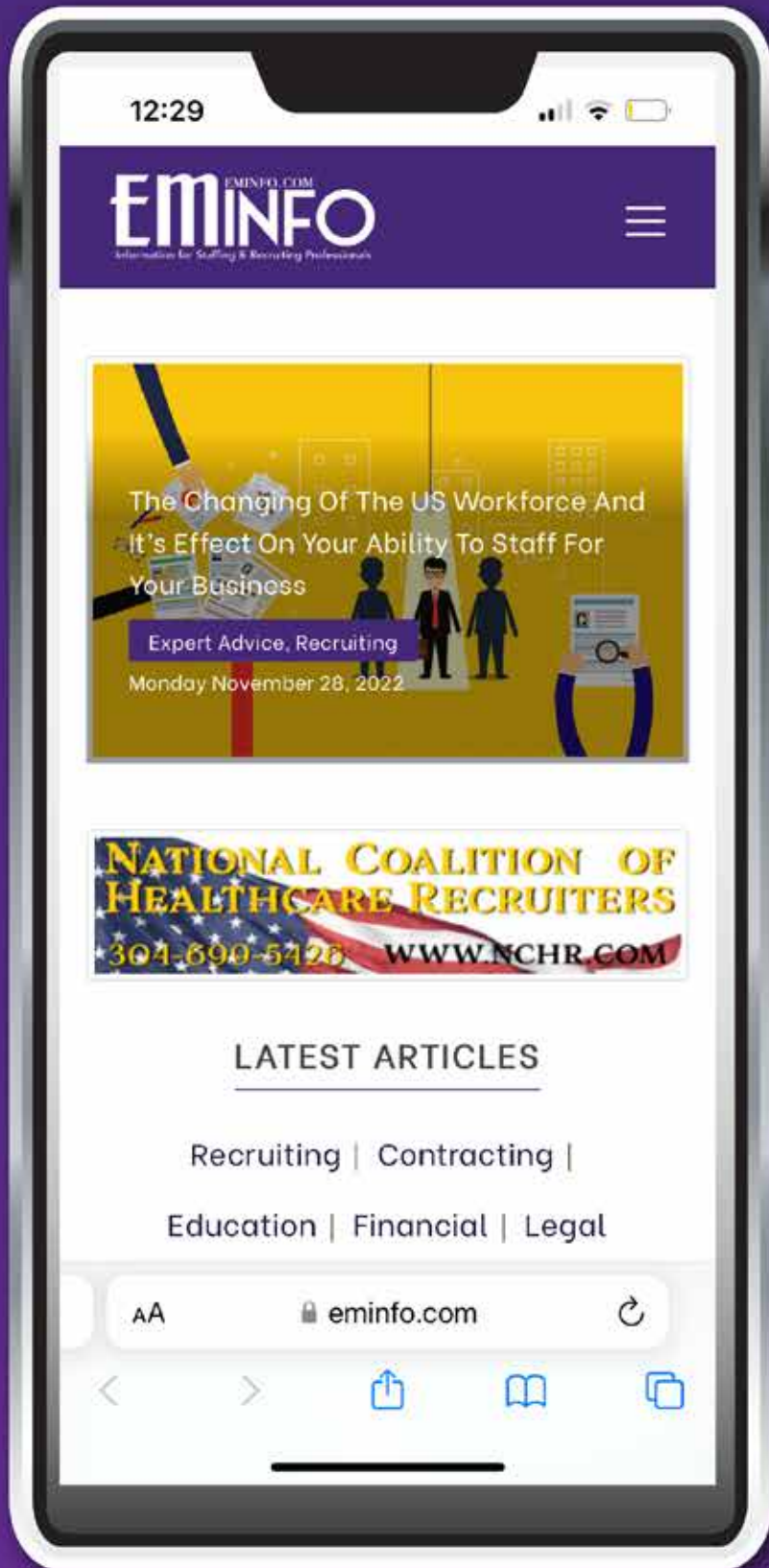
Your belief system needs to continually evolve because you are dealing with more information and more changes, than at any other time in history. According to LinkedIn, human knowledge is doubling every 12 hours, where the doubling rate fifty years ago was 25 years. During an interview on 60 minutes, an artificial intelligence expert and venture capitalist Kai-Fu Lee predicted that 40% of the world's jobs will be replaced by robots in the next 15 to 25 years. Change is automatic but your progress is not. What beliefs do you have that are outdated, ineffective, and could be limiting your success?

Your beliefs are the way you interpret events or life experiences. Let's take the example of two executives who are dealing with the lack of engagement with their employees. If you believe Millennials and Gen Z (who make up the majority of the workforce) are entitled job hoppers, this conditioned belief system would limit your ability to deal effectively with the lack of engagement issue you are facing. There would be a tendency to blame the employees for this problem.

On the other hand, if you believe your company embraces the priorities most valued by Millennials and Gen Z and as a result offered flexibility, training, and career advancement, this conditioned belief system would support your efforts to initiate changes, to improve employee engagement. These two examples prove that our beliefs consistently determine how we react as leaders.



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Have you ever found it difficult to convince your supervise to consider your perspective? It could be that they have already developed a strong alternate belief about the information you are providing. If emotion is associated with their belief, they will reject your perspective no matter how logical, because it is not aligned with their conditioned patterns of believing. What about your own self-limiting beliefs? They can impact how you identify yourself and can limit opportunities, behaviors, and actions often at an unconscious level of awareness. Your identity is the most powerful force that impacts every thought, emotion, and beliefs in your life.

For example, if you've been accused of being a procrastinator, after a few times you don't want to feel bad, so you accept the fact that you are a procrastinator. You may not achieve your goals, but you get comfortable with your identity and so do your employees.

If you discover your current belief patterns are working against you, identify something you value more than your beliefs. If there is something that you believe you can't do (for whatever reason) but you know if you did it, you'd be more successful, you must get yourself to do it and not hesitate. Embrace a stretching philosophy for both yourself and the individuals you supervise and you will all but guarantee your growth, the growth of your employees, business and profits.

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# MIDSIZED RECRUITING Growing Companies STAFFING SMALL

## Learning from Silicon Valley Bank

By Michael Neidle



Silicon Valley National Bank did not have enough cash on hand to allow for many of their depositors to take their money out, often for other places to put their money in for higher paying investments. In fact, many of SVB depositors who had lots of cash sitting in SVB panicked when they heard the bank could not liquidate accounts. It was in a way similar to the classical Christmas movie "IT's A Wonderful Life". SVB unfortunately had lots of their money invested in very secure long-term bonds and was forced to sell off much of their bond portfolio at a loss at a time during which was trading well under par and took huge losses selling them. Under a normal course of events the bank plan all along to wait until their bonds reached maturity and they cashed in at par and to make a good profit on their high yields. But the run on the banks panicked depositors and caused the collapsed of the bank in 24 hours (it should be noted that the constraints on banking enacted on the 2008 banking crises had put in place constraints on banks to reduce these kinds of exposures, which were unfortunately rolled back for smaller banks like SVB 11 years later do to political pressures). Fortunately, it appears that the US Government will again come to the rescue and bail out a few SVB and a couple of other banks, and the cost of this venture will be passed on to others in a form yet to be determined.

So, what lessons can non-banking companies learn from this case, almost any other company can probably forget about Uncle Sam bailing them out. Say you are a temp staffing company who has 90 days of cash on hand and runs on average 45 DSO as well as the same for payables. But they have 40% of their business with a \$650 million manufacturing company (which we will call Co. A) whom they have done business with for the last 10 years with a few problems and only had to agree to a 60-day A/R collection period, given that they represent so much of your business. Our staffing company was doing \$20 million in sales overall. Unbeknownst to them Co. A imported a great deal of critical raw materials they needed from China, who is their largest vendor and was a slow payer and used 2 other staffing companies who supply them with \$30 and \$35 million each of temps so, our staffing company represented only 15% of their business. Now China starts to provide embargoed goods to Russia, and Co. A winds up on the secondary boycott list being a US company are prohibited from selling to China. This sets in motion a cascade of that our company will have to deal with to stay solvent during this period. For one thing they learned not to be so dependent on 1 customer who took the following steps:

- Co. A needs to reduce its temp labor needs and had to cut just 10% of their temp labor and the easiest way for them to cut back was to keep us in the picture but needing only 2% of our temps.
- Next, Co. A had no choice but to go along with the boycott and not buying from US companies they were not be paying Co. A, for quite a while if at all. This would become either be a 180+ DSO account at best or a bad debt write off at worse.
- By not providing hardly any labor to Co. A, there were only 2 suppliers outside the embargo, and this was not an option for our company.

It that was not enough, here comes the SVB conundrum. The owner of the company 75 days in A/R which has always been enough to meet his cash needs using a local branch of a large bank where we have has capped our LOC. He then invested the rest of the company's excess funds of \$3 million in a high yielding 6% preferred stocks. This was down 10%, but however was not mature for another year and the company was loath to have to cash out now and lose \$300K. The president of our company is evaluating his best course of action, noted here to avoid this a \$300 K hit. These options could be done at the same time, or if one failed go to the next one: 1. Try to get a 1 year term loan which should tide them over until we get paid from Co. A. 2. tell you sales reps that replacing Co. A is critical and provide them higher incentives to meet new quota. 3. cut staff that are not essential, don't have a good cost/benefit ratio, or this work can be done for less cost elsewhere. 4. provide discounts to some of your largest clients to do more business with you, 6. have your team come up with their own ideas which could help secure their own jobs, 6. Never allow one client to represent more than 20% of their overall sales.



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.



# Is Working Remote Going Away for Recruiters?

The COVID pandemic forced many companies to shift to remote work almost overnight, especially in the recruiting & talent acquisition world. Now that the pandemic has receded, there's a debate about whether companies should bring their employees back to the office or allow them to continue working remotely.

By Chris Heinz

While some argue that bringing people back to the office is necessary for collaboration, productivity, and company culture, others believe that remote work is just as effective and that forcing people to return to the office could have negative consequences. Over the past six months, you can turn on the news and not hear a story about this subject.

Which box do you fall in? I'll share mine at the end...you just might guess my opinion a little sooner.

We've either read or heard the big arguments for bringing people back to the office: that it promotes collaboration and innovation. When people work in the same physical space, they can bounce ideas off each other, ask for feedback, and work together to solve problems. It's easier to build relationships and trust when you can see someone face-to-face, and this can lead to stronger teamwork and better outcomes.

Blah, blah, blah!

Collaboration doesn't always require physical proximity. With video conferencing (pick your choice of Zoom, Teams, Google, etc), instant messaging, and other digital tools, people can communicate just as effectively from anywhere in the world. In fact, remote work can sometimes encourage collaboration by breaking down the face-to-face challenges that can come in physical office environments.

Another argument for bringing people back to the office is that it can improve productivity. When people work from home, there can be more distractions, and it can be harder to stay motivated and focused. Plus, some jobs require specialized equipment or software that might not be available at home. By bringing people back to the office, companies can ensure that everyone has access to the tools and resources they need to do their jobs effectively.

Again, blah, blah, blah. It is my belief that if our employees are going to 'goof-off' or be distracted, that will happen just as easily from the office as it does at home.

We have found that remote work has actually increased productivity. Our team, who previously had long commutes, are able to use that time for work or for family time. Crazy concept, I know!

And, because they aren't constrained by a traditional 9-to-5 schedule, they are able to balance work and life better...while still getting the work done. Additionally, they feel more comfortable and relaxed, which has led to better mental health and job satisfaction, both of which are linked to higher productivity.

There is one argument for an in-office work environment that I do agree takes additional effort: company culture. When people work in the same physical space, they can develop a sense of camaraderie and shared purpose that can be hard to replicate remotely. In-person interactions,

such as team outings, holiday parties, or just grabbing lunch together, can help build relationships and foster a sense of belonging.

It does take a concerted effort to ensure that your company culture remains strong. You can use virtual activities, such as game nights or happy hours, to build connections and promote a sense of community. Your remote team members can also benefit from flexible scheduling, which can allow them to attend to personal or family obligations without sacrificing work performance. By embracing remote work, companies can create a culture that prioritizes work-life balance and employee well-being, which can lead to greater loyalty and retention.

While there are certainly benefits to in-person collaboration, productivity, and company culture, remote work can be just as effective – or even more effective.

While Covid forced our hand to go to a remote work environment, the benefits of being remote have far outweighed the detriments. So, when our lease was up at the end of 2022, we made the decision to ditch the brick and mortar office building and fully embrace a permanent remote office environment.

We won't be the last to do so. Many of my friends in the recruiting world, some that have been doing it longer than my 25 years, have embraced the remote lifestyle for themselves and their teams.

And guess what? They are thriving!

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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# TRENDS

## TRENDS EXPECTED TO CONTINUE INTO 2023 AND 2024

**69%**  
of tech companies are expected to have AI initiatives by 2023.

Growth of "Business Technologists" creating tech opportunities.

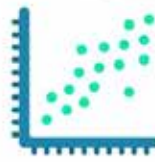


**80%**  
of organizations surveyed already have or plan to have a cybersecurity product as a service in the next 2-3 years.



85% of organizations across end-user segments have digital transformation initiatives underway.

**92%**  
of professionals consider analytics to be the key to recruitment in the future.



**775%**

Extremely high demand for cloud and cyber security professionals continues. Microsoft 365 alone has seen a 775% increase in the use of its cloud services, far exceeding projected growth.

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## **NPAAworldwide Business Barometer Survey Shows Steady**

### **Growth in the Recruitment Industry**

According to the latest Business Barometer Survey from NPAAworldwide, the global recruitment network, demand for talent remained strong through the end of 2022. The survey, which is completed by independent recruitment firm owners around the world, found that 70% of respondents had results that were better than or the same as in the previous 18 months. This indicates that businesses are still seeing positive growth even amidst global political and economic uncertainty. Dave Nerz, president of NPAAworldwide, commented on the findings, saying "the data reflects a market where businesses are still willing to invest in their human capital."

Members are asked to document business results and predict future results that are representative of the independent recruitment industry. NPAAworldwide members work executive/professional full-time, part-time and contract positions on a global basis. Survey responses indicate the first few months of 2023 have cooled a bit. According to Mr. Nerz, "Our Business Barometer Survey was conducted during talks of global recession, record inflation, and continued market volatility. Nevertheless, the overall results indicate continued optimism for the next 6-month period. There is still a war for talent."

"While the last half of 2022 was quite positive, the first few months of 2023 have cooled a bit. Responses, which arrived in line with talks of global recession, inflationary records, and continued market volatility, show continued optimism for the next 6-month period. There is still a war for talent."

Other results of this survey of the 550 plus independent members of NPAAworldwide indicated:

35% of survey respondents are from outside of North America.

The largest respondent group was from North America (65%) followed by Australia/New Zealand (15%).

The remaining respondents were from Asia, EMEA or Latin America.

At the time of the survey, 70% of the respondents see the next 6 months as positive or the same as the last 6 months. This is down 1% from the prior year.

"The strongest sectors continue to be accounting/finance, technology, and manufacturing. Our independent member firms working these sectors continue to experience strong demand for talent," said Nerz. "It is not unusual for top candidates to receive multiple offers and counteroffers from existing employers. Speed, flexibility to candidate needs, and aggressive compensation planning are required to capture new talent. There are still more jobs than candidates. Attracting and retaining talent is difficult work. While confidence is not as positive as 6 months ago, it is surprisingly stable."

About NPAAworldwide. NPAAworldwide is a recruitment network facilitating placements between its members. The network has more than 550 member offices across 6 continents. For more information, please visit [www.npaworldwide.com](http://www.npaworldwide.com) or [www.npaworldwideworks.com](http://www.npaworldwideworks.com).

# Letter From The Editor



The FED considering raising interest rates again and the labor market remaining historically strong, what are recruiters doing to persuade the candidate to change jobs? Top on the mind in discussion is still working in-office and/or having days at home that will make or break a deal.

Interesting to know that companies seem to want more stability by having their employees show up so they can hold meetings as well as see what their employees are doing. However, many employees have enjoyed having a shorter in office work week. They realize that working from home a few days they have a cash savings in gas, mileage and time.

Other points that have been traditional selling points; good health insurance and a few other perks like fitness and wellness, time off, and perhaps fertility insurance play in that critical stage whether they accept the offer. Finding that right candidate that will work at either home or office is that new proverbial question needed at the beginning of the hiring process. Recruiters have a long to-do list to establish a good understand of what each party is expecting. In this issue, Coach Mike shares some reasonable details on what you should be asking.

Integrity is still an important part of everyone's success. How you address this starts with yourself. Never over promise. The old saying is promise less and deliver more. Before asking either client or candidate some things, be sure you would be comfortable answering those questions yourself.

It is still a volatile time in history with many uncertainties. But when isn't it? Staying on top of the subjects related to your niche is challenging. Judy Collins shares some insight into a 4-day work week. Is it becoming a trend in your niche? Contract staffing may also be the way companies are filling those difficult positions. Never say never. Make sure you ask the right questions!

*Integrity – doing the right thing even when no one is watching.*

Happy Recruiting and Staffing...

*Pat Turner*

## Don't miss out!

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