


## Conquer Tax Season with Ease: A Stress-Free Guide for Staffing Agency Owners



Choosing the Right  
ATS for Staffing  
Agencies to Boost  
Efficiency

Efficient Employee  
Screening for a  
Stronger Workforce

How Small Staffing  
Companies Win

How To Use AI Tools In  
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# DID YOU KNOW?

\* LinkedIn stands out for recruiters among the various social media platforms. Top billers ensure their [LinkedIn](#) profiles are complete and optimized. They consistently share job openings and behind-the-scenes glimpses into their work. pg 9

\* By utilizing AI tools, you can reduce the time spent sourcing and focus on engaging with pre-qualified candidates. This saves money by optimizing resource allocation and improves the overall recruitment process. pg 10

\* Organizing your financial documents and keeping them well-maintained is crucial. It can help you keep track of your income, expenses, and business transactions, and allows you to claim all the tax deductions you're entitled to pg 11

\* The number of marketing presentations and conversations required may vary depending on individual metrics, such as billing goals, average fees, and repeat business. Recruiters should adjust their daily targets accordingly. pg 14

\* While a resume paints a self-portrait of an applicant's qualifications, it often lacks the depth and accuracy needed for informed hiring decisions pg 19

\* Get to know more people inside each of your client's organizations. Then get to know each of those people more personally. Understand their needs. Do more to help them solve problems. And personalize your service, so your company is the one every hiring manager demands to use...and every HR manager prefers to work with. pg 19



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# Choosing the Right ATS for Staffing Agencies to Boost Recruitment Efficiency

By Jennifer Roeslmeier

Applicant Tracking Systems are vital for staffing and recruiting agencies. It helps track and manage candidates throughout the recruiting process for a job. If you aren't manually doing this by hand, then you are probably already using an Applicant Tracking System (ATS) for your day-to-day operations. While the bones of an ATS help track and manage candidates, the right ATS can transform your entire staffing and recruiting operations to not only boost efficiency but *GROW* your business.

As a comparison, let's look at this year's NFL™ playoff season and Super Bowl™ game. Many NFL teams made the playoffs. These were *the best* teams in the league. These teams can be compared to a good ATS software that gets the job done. Now, let's look at the Kansas City Chiefs™. They made the playoffs, *and* they went all the way to becoming the Super Bowl Champions for their second consecutive year. THIS can be compared to an *exceptional* ATS that will take your staffing and recruiting agency to the next level.

In this article, we will dive into what an applicant tracking system can do for your agency and how the right system can boost your recruitment efficiency and grow your business.

## Understanding Applicant Tracking Systems

As it was mentioned at the beginning of this article, the bones of an ATS will help you manage your candidate pool, track candidates in the recruiting process, and help manage your job orders. The meat of an ATS though is what separates a good ATS software and one that will boost your recruitment efficiency and grow your business. Let's first look at some of the core features an ATS should have.

### JOB ORDER MANAGEMENT AND JOB POSTING

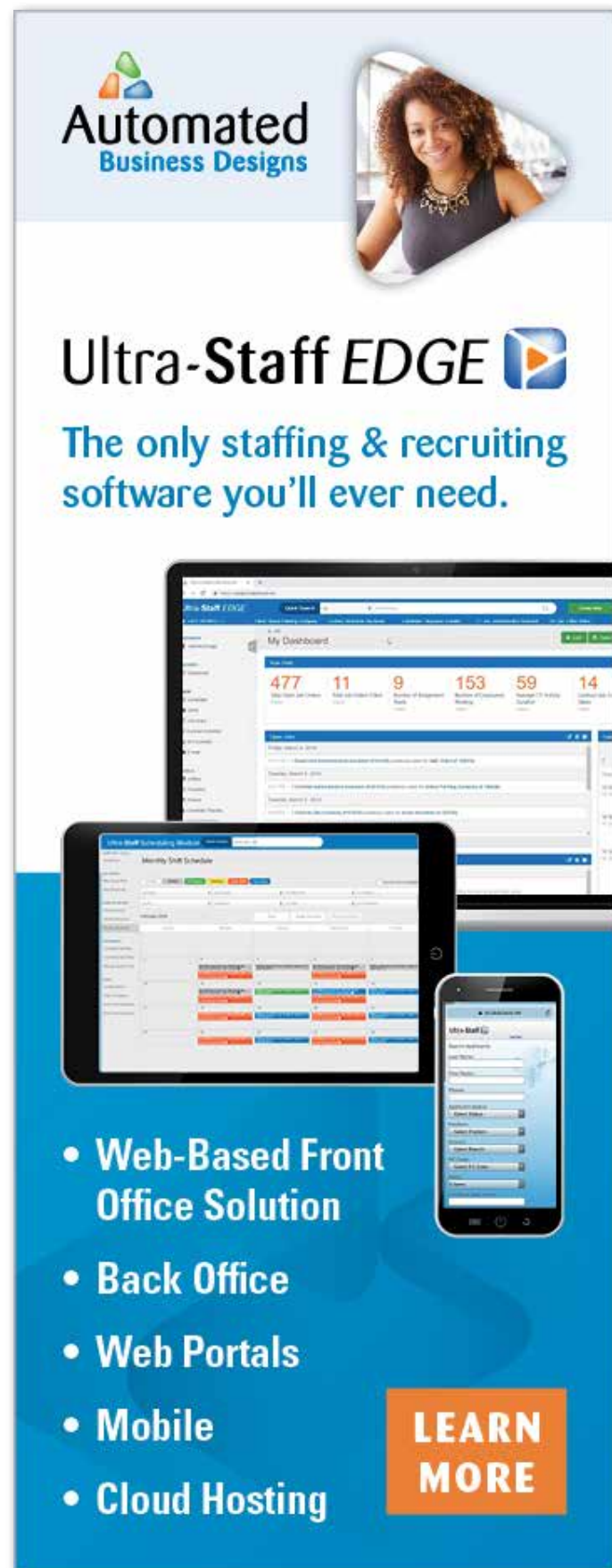
In most applicant tracking systems, you will be able to enter job orders and place candidates to work at those jobs. Another helpful feature is the ability to post the job on third-party job board sites, such as Indeed®, on social media, and on your website. If your ATS has a [candidate mobile app](#), candidates can also view open jobs and apply from the mobile app.

### CANDIDATE TRACKING AND MANAGEMENT

Another core feature of an ATS is the ability to manage candidates coming into the system, such as a candidate applying for a job on your website or a new resume that has been parsed in. It will also track candidates throughout the entire recruiting process, from the time they apply, and have an interview (if one is needed), to the time they are placed. It will also track candidates that may no longer be on an assignment. This gives staffing and recruiting agencies a large candidate pool to work with. **Instead of needing to always go to a third-party source to find candidates, over time your ATS will house hundreds and thousands of candidates.** Many of these candidates will be ones you have worked with, and you can immediately qualify them for a position.

### COMMUNICATION TOOLS

Most ATS solutions also have various ways you can communicate with candidates and clients right within the system. Emails, text messages, and mobile chat features are all various communication tools that may be available within your ATS. These communication tools not only make it simple to communicate with your candidates and clients but all communication is logged.



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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.

## SEARCH TOOLS AND CANDIDATE MATCHING

ATS's will also have search tools to help match candidates with jobs. Search features will vary between ATS's. In a demo of the software, you will be able to see how robust the search features are. Some ATS's may have Boolean search capabilities, which is an advanced search tool that scours an entire ATS for keywords on a candidate profile and resume. Based on your search criteria, some searches will also have the ability to rank candidates, so you can instantly see your top candidates based on your search criteria.

## PIPELINES AND FAVORITE LISTS

Pipelines and favorite lists are also a core feature you may see in an ATS. These are used to group candidates, clients, or job orders on specific lists. Perhaps you want to add all of your top clerical candidates to a favorites list as you look to fill a job order or maybe you want to do a marketing campaign targeting light industrial companies, you can add key contacts you want to target to a pipeline. Pipelines and favorite lists allow you to group, manage, sort, and organize information in your ATS to eliminate manual work and make communication easy.

## DOCUMENTATION AND NOTES

All actions and notes are logged within an ATS, so nothing is ever forgotten, and everything can be tracked. This is a key benefit of using an ATS. If someone needs to look up an activity or see what communication has been made with someone, everything is automatically recorded.

## REPORTS AND ANALYTICS

Lastly, a core feature is having access to [reports and data analytics](#). This is an area that will vary within each ATS. Some ATS's will have more reports and analytic tools available. When you are in discussion with ATS providers, this is something you can ask to see. While it may not seem like the main purpose of an ATS, robust reporting and analytic tools can help you see key insights into your business to make strategic decisions. The more that is available to you the better. As you can see by just reviewing some of the core tools in your ATS, *everything and all activity* is housed there. This is one area where good reporting and analytic tools can take your staffing and recruiting agency to the next level.

## Key Attributes to Look for in an ATS

So far, we have looked at some of the core features an ATS should have. In this section, we will take it a step further and look at key attributes to consider when looking for an ATS that will further enhance the recruitment process and help the growth of your staffing and recruiting agency.

### EASE OF USE

Ease of use is one of the most important characteristics of an ATS. If it isn't easy to use, then it either won't be used by your recruiters or it will be used incorrectly. You want an ATS system that is intuitive. In a demo, you can often tell if an ATS is easy to use. How many steps do you need to take to complete an action? How many clicks does it take to complete simple tasks? A cumbersome software that takes several steps to complete a task and is confusing *will not* boost your recruitment efficiency. Customer testimonials and a sandbox of the software, if one is offered, is also a way to understand the software's ease of use.

### SCALABILITY

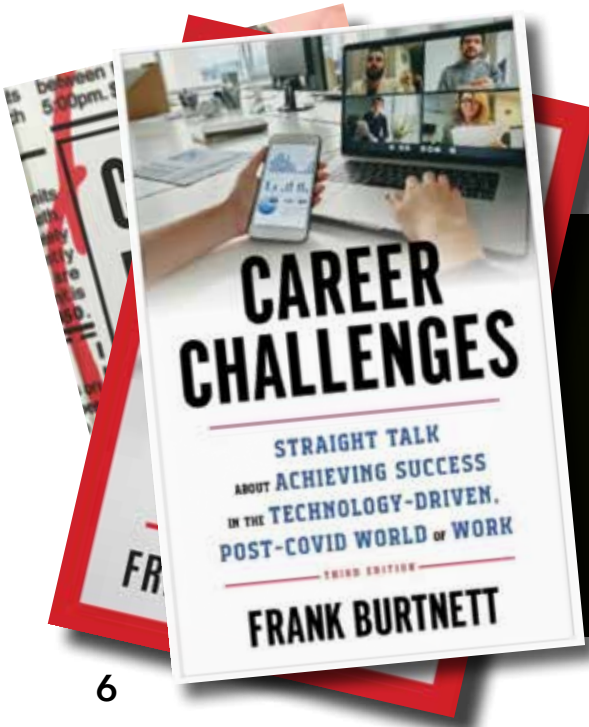
Scalability is also huge. You ultimately want your staffing and recruiting agency to grow. As you grow, you want your ATS to grow with it. Can it support multiple lines of business, multiple corporations (EINs), and multiple branches? As your business grows, will the ATS support your needs?

Transitioning to a new ATS takes time and is an investment, which is what makes choosing the right ATS an important decision. The fewer transitions you make, the fewer

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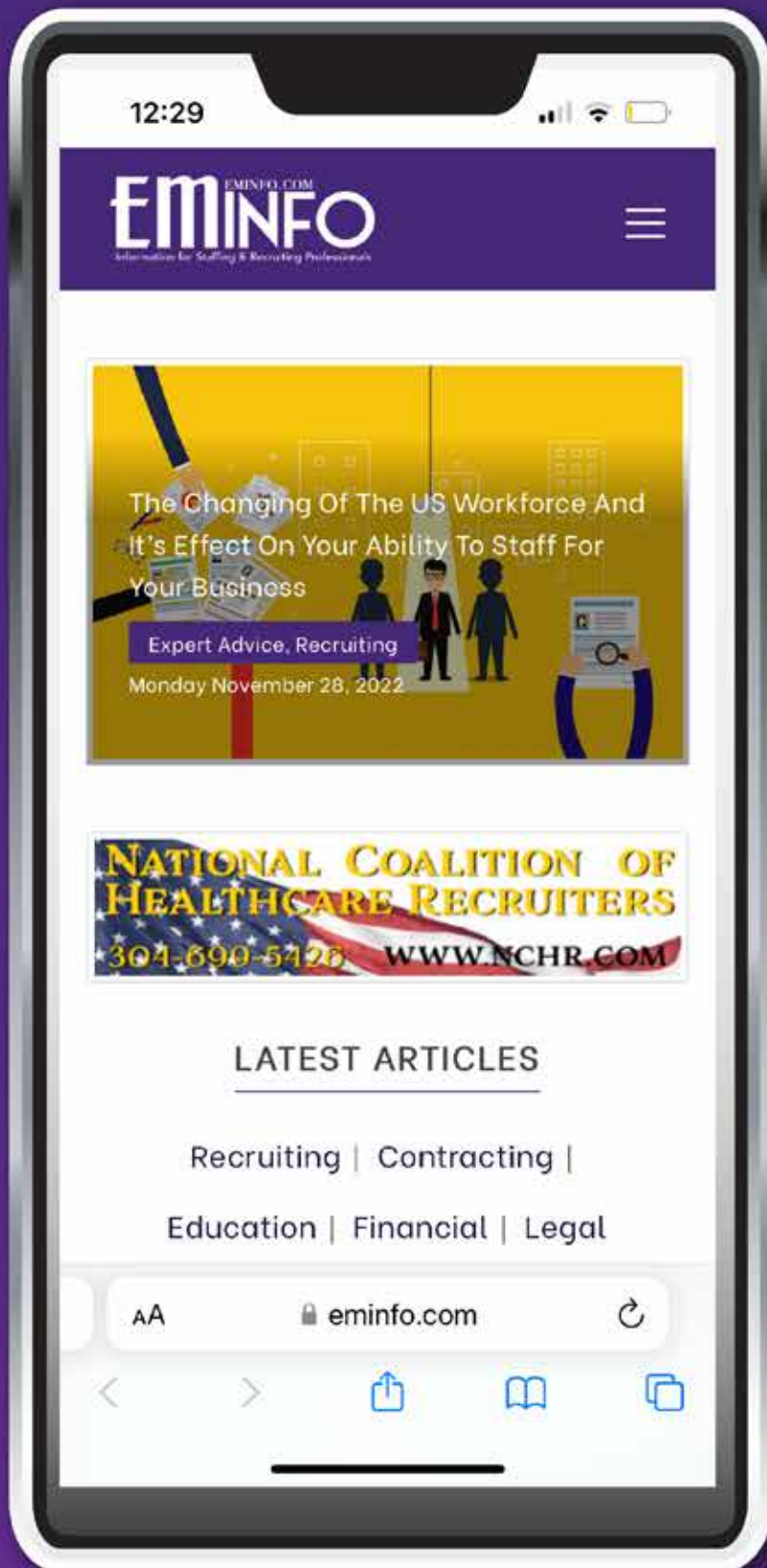
Topics are drawn from Dr. Burtnett's book,  
**Career Challenges**

*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.





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disruptions you will have, and the more you can focus on the core of your business without worrying if your ATS will support your growth.

## DATA VISUALIZATION

Today, [data is everything](#). We touched upon reporting and analytics in the above section, but [robust data visualization tools](#) that are tied to your ATS can paint an entire picture of your business. See where bottlenecks are in your recruitment process, how long it takes on average to fill a position, measure the quality of your hires, turnover rate, which clients are bringing in the most business, and where your best candidates are coming from. You can even use data in your ATS to see which recruiters and sales associates are meeting their goals and performing the best. Which recruiters placed the most candidates? Who has the quickest time to hire? Which sales associate is closing the most business?

These are just some of the data analytics that can be tracked within an ATS. Reporting and visualizing this data is different in all ATS's. This is a game-changing component in an ATS that will give you important insights into your business to make data-driven decisions. Improve what's not working and focus on what is. When working with ATS companies, see what reporting and data analytic tools are available to you.

## MOBILE ACCESSIBILITY

Everyone is on their mobile device these days. In fact, people check their phones 144 times per day, [according to a survey](#) conducted by reviews.org. This is why bringing your staffing and recruiting agency on [mobile](#) is critical. Allow recruiters to enter orders and fill positions while on the go to complete client requests faster. Give candidates access to search for jobs, receive push notifications for jobs that fit their qualifications, apply for jobs, access their employment information, and more. A [candidate mobile app](#) gives candidates access to everything they need at their fingertips, as they search for jobs, and also when they are on an assignment. Mobile accessibility not only boosts everyone's efficiency, but it will give candidates an experience that keeps them wanting to work for your staffing agency.

## INTEGRATION CAPABILITIES

As a staffing and recruiting company, there are many partners that you work with on a daily basis to successfully place candidates and efficiently operate. Integrations within your ATS can be important to streamline processes. This is where an ATS partner that is involved within the staffing industry and has various partners of their own can be important to you. Background checks, WOTC, skills testing, and more are all examples of solutions that can be integrated within an ATS. Instead of going onto a separate website to initiate a background check, having the ability to initiate it within your ATS and see the results populate right back in saves time and improves your overall efficiency. When talking with ATS companies, it is important to ask what partners they integrate with.

## The Benefits of Implementing an Effective ATS

When you find the right ATS, it will have an instrumental impact on your business. The first impact it will have is streamlining your recruitment process. All major tasks can be completed and executed in your ATS. An effective ATS will allow you to easily complete tasks with minimal clicks. In return, the overall candidate and client experience is improved. Job orders can be filled quicker and candidates can be placed faster. Communication is also made easy through built-in texting, emailing, and chat features. Reminders and check-ins can easily be sent to candidates and clients to keep them engaged. Candidates and clients can also easily communicate back with you and that communication can be seen instantly within your ATS, so a beat is not missed.

An effective ATS will also give you everything you need to make data-driven decisions. Your very own data will show you what's working and what's not to help you make smarter and more strategic decisions. All of these factors can ultimately help lead to growth. That is the difference between a good ATS and an exceptional one that will take you to the next level.

## Evaluating Your Staffing Agency's Needs

It is important to recognize that all staffing agencies have different needs. An ATS that works for one staffing agency might not work for you. Before you begin the process of looking for an ATS, you first need to [outline your needs](#). Consider factors such as your specialization. Some ATS's specialize in certain lines of business. If you have a specialty, are there any ATS solutions that are specifically designed for your industry needs? You will also want to evaluate if you need a system that supports multiple lines of business, multiple corporations, and multiple branches. If you don't need this now, are you anticipating growth and may need this in the future?

Another factor to consider is if you are looking solely for an ATS solution or if you are looking for an [all-in-one solution](#) with a built-in CRM, Back Office, Web Portals, OnBoarding, and Mobile. An all-in-one staffing software solution will further streamline your needs and keep everything connected, so you don't need to toggle between multiple solutions. In the end, it will also help eliminate multiple data entries, avoid misplacement of information, eliminate costs, and allow you to gain big-picture reporting insights into your business. It's possible you might want to start small with just an ATS and built-in CRM solution. The advantage of going with a solution that has a complete suite is you will always have the opportunity to add more solutions to your business, as your business grows.

**Lastly, think about your top 10 bottlenecks and what you are hoping an ATS will resolve.** It will be important to have this as a reference as you are looking at solutions. Additionally, make a list of your must-haves and nice-to-haves. This can be used as a rubric as you are looking at different solutions to see what features the ATS solutions have that meet your needs.

## Making the Decision: Factors to Consider

Besides factoring in your staffing agency needs, some other factors to consider are cost, customer support, user reviews, and vendor reputation. You may be attracted to a solution that has a lower cost, but does it have all the features that you need and is it scalable? Be aware not to just go for the cheapest option as you may be cutting yourself short. A solution may be more expensive but evaluate the value you would receive from it. What results will it provide to your staffing agency now and in the long term?

[Customer support](#) is also a big factor. Ask about response time, the hours support is available, if there is a cost per support ticket, and if you can talk with someone when you call in. Additionally, readily available and ongoing resources can also be very helpful to you. Does the company conduct regular webinars on the software? Is there a video library and software tips available to you if you want to learn more about a topic? Good customer support and readily available resources will have a big impact on your overall software experience.

Before making your final decision, you might also want to ask for references and look at software review sites, like [G2®](#). This will give you real feedback from staffing industry professionals like yourself before making your final decision.

## Implementation and Beyond

You successfully selected your staffing software—congratulations! So, what's next? Two important factors in the implementation process is training and migrating your data. Make sure you invest in training your team (don't skimp out on training!) Training your team on the software is a vital component for successful software implementation. The software provider will offer training—be sure to take advantage of the training offered. They are the experts and will be able to guide you on the best way to use the software, so everyone is using it correctly and uniformly. Additionally, your staffing agency should also create an internal processes guide on using the software. You will receive a user manual from the software provider; however, your staffing agency will have processes tailored to your agency. Any specific procedures that should be followed when using the software should be outlined so everyone is using it the same way. This will also be important in helping keep your data clean, relevant, and useful for reporting and analytics.

[Migrating your data](#) to the new system is also a critical step. You will work with a data migration specialist at the software company you are migrating to. This is a good opportunity to assess your current data and decide what you want to bring over. Only bring over good, relevant data that you still use. You are starting fresh with a new system, so it is a good opportunity to get rid of old data. This will also help with your conversion costs. It will also be important to confirm the field mapping of your data to the new system is correct. For example, you may be using a field in your current system that is not what it is labeled as. This information may incorrectly migrate to the wrong field in the system. A review of the field mapping will help ensure everything is migrated over in the correct fields.

## New ATS, New Recruitment Efficiency

We uncovered a lot in this article! From the advantages and core features of using an ATS, to key attributes that will boost your recruitment efficiency and grow your business. Choosing the right ATS for your business is an important decision because it can have instrumental results. Remember to evaluate your staffing agency needs and know what bottlenecks you are looking to resolve with an ATS solution. After you have your needs factor in other variables such as cost, customer support, and customer testimonials. It is important to do thorough research and not rush through the process. The right software can be a big asset to you for many years to come. Once you choose your solution, don't forget to invest in training and evaluate the data you are bringing to the new system to ensure accuracy and that the data is clean. While choosing an ATS and going through the process of finding the right one for your agency can be a long and daunting process, in the long run, it can bring major results to your staffing business.

*Contact **Ultra-Staff** EDGE Staffing Software to learn more about choosing the right ATS for your staffing agency and [schedule a free discovery](#) meeting to see how **Ultra-Staff** EDGE Staffing Software can drive results and growth for your staffing business!*



# Three Ways Top Billers Use Digital Marketing to Drive Inbound Sales Leads

By Samantha Prost

Trying to stay at the top of your recruiting game requires excellent interpersonal skills and a savvy approach to leveraging [digital marketing](#). Top billers, those recruiting pros who consistently outperform their peers, understand the power of digital marketing in driving inbound sales leads.

We've gathered three key strategies that set top billers apart and help them harness the [potential](#) of digital marketing to achieve their goals.

## 1. Personal Branding through Content Marketing

Top billers recognize the importance of [personal branding](#) in the digital age. They understand that potential clients and candidates often research recruiters online before engaging with them. To create a solid personal brand, they use content marketing. Here's how:

- **Blogging:** Top billers go beyond the sporadic sharing of job postings; they maintain [active blogs](#) on their websites. These blogs are repositories of industry insights, career advice and market trends. They demonstrate their in-depth knowledge of the field by consistently producing high-quality content. It's not just about quantity; it's about providing valuable, informative and engaging content that keeps visitors returning to their website.
- **Social Media:** LinkedIn stands out for recruiters among the various social media platforms. Top billers ensure their [LinkedIn](#) profiles are complete and optimized. They consistently share job openings and behind-the-scenes glimpses into their work. The aim is to humanize their brand, making them more approachable and relatable to potential clients and candidates. They engage with their audience by responding to comments and messages promptly.
- **Webinars and Podcasts:** Some top billers host webinars or podcasts on relevant career and industry topics to take their content marketing to the next level. These interactive formats engage their audience, provide real-time value and allow them to showcase their expertise. [Webinars](#) and podcasts attract a larger following and serve as a platform for interaction with potential clients and candidates. They also repurpose these recordings into various other forms of content.

## 2. Effective SEO Strategies

Top billers understand that having a compelling personal brand is only effective if it can be discovered online. They invest in robust SEO strategies to ensure their content and profiles appear prominently in search engine results. Here's what they do:

- **Keyword Research:** Top billers conduct thorough [keyword research](#) to identify the exact terms and phrases potential clients and candidates use to search for recruitment services. This research forms the foundation of their content strategy, ensuring they use the language their audience understands. It's about speaking the same "search language" to become visible in the right search results.
- **Optimized LinkedIn Profiles:** When it comes to

recruiting, LinkedIn is pivotal. Top billers ensure their [LinkedIn profiles](#) are complete and strategically optimized. They use relevant keywords in their headline, summary and job descriptions. A well-optimized LinkedIn profile can significantly improve visibility to potential clients and candidates who use LinkedIn as a primary resource.

- **Local SEO:** [Local SEO strategies](#) are vital for recruiters with a regional focus. Top billers ensure their business appears in local search by optimizing their website and content for local search results. This is an essential strategy for attracting clients and candidates within their region.

## 3. Email Marketing for Relationship Building

- **Segmentation:** Top billers understand that one-size-fits-all email marketing doesn't work. They segment their email lists meticulously to send tailored messages to clients, candidates and prospects. [Segmentation](#) ensures that the right content reaches the right audience, increasing engagement and conversion rates.
- **Regular Communication:** Effective email marketing is not about sending sporadic job alerts. Top billers maintain regular communication with their subscribers. They send newsletters, share industry updates and provide valuable content beyond job listings. By maintaining constant communication, they stay top of mind for potential clients, creating a stronger connection and trust.
- **Personalization:** To make their email campaigns more engaging, top billers employ [personalization](#) techniques. Personalized subject lines, greetings and content increase open and click-through rates. These customized touches make subscribers feel more valued and engaged.

By delving deeper into these strategies, top billers create a robust and multifaceted digital marketing approach that enhances their brand, improves their online visibility and nurtures relationships with clients and candidates. They recognize that the synergy of personal touch and digital marketing is a winning combination in the competitive world of recruitment.

If you're looking to boost your performance in recruiting and want to leverage these strategies for your success, contact [Recruiters Websites](#) today. Our digital marketing experts can provide tailored solutions to help you drive inbound sales leads, enhance your brand and achieve industry expertise. With our assistance, you can position yourself as a top biller, just like the experts we've discussed in this article.

# JUST ASK Judy

## How To Use AI Tools In Staffing Agencies



**Dear Just Ask Judy,**

AI is taking the world by storm! How can I use AI tools in my staffing agency, and how do they contribute to efficiency and cost-effectiveness?

**Flo from Florida**

**Dear Flo,**

AI is an exciting tool with many potential benefits. To give us a better perspective, I talked to Claudia Garcia, President and founder of Royalty Medical Solutions to see how she uses AI. Claudia says that one of the significant advantages of AI tools is their ability to automate tasks that would otherwise require significant time and effort for her or her staff.

Claudia uses the AI tool ChatGPT which saves her time, marketing, writing sales emails, blog posts, and updating website content. These tasks can be time-consuming and tedious, but with AI tools, these processes can be streamlined. This frees up time for building more personal relationships with her clients and applicants.

She uses AI tools to facilitate communication and engagement with potential candidates. Automated text messages and chatbots can handle initial screenings and responses to ads to qualify candidates. This saves time and increases the number of valuable conversations she can have with her candidates. Claudia can then interact with pre-screened candidates, one-on-one. Claudia has personalized her AI Tool, BettyBot, to send reminders when interviews are scheduled and when feedback is required.

Claudia highlights that using AI tools can save her time, thus saving cost. She also noted that she has partnered her AI Tool with her ATS system to better match candidates with specific job requirements. This saves valuable time for her and her candidates. When you make that call, make your time count!

By utilizing AI tools, you can reduce the time spent sourcing and focus on engaging with pre-qualified candidates. This saves money by optimizing resource allocation and improves the overall recruitment process.

To know more about how Claudia utilizes AI, you can contact her at [cgarcia@royaltymedicalsolutions.com](mailto:cgarcia@royaltymedicalsolutions.com).

Judy



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By Lynn Connor

# Conquer Tax Season with Ease: A Stress-Free Guide for Staffing Agency Owners

Tax season is a crucial and challenging period for businesses. As a responsible staffing agency owner, you need to be knowledgeable about taxes, keep track of your finances, and ensure compliance with legal requirements. Tax season can be intimidating, but by following some best practices and tips, you can navigate this process with ease. In this comprehensive guide, we'll explore seven best practices that will help you prepare for tax season with confidence.

## Start Early and Eliminate Last-Minute Hassles:

Procrastination can be your worst enemy during tax season. Starting your tax preparation at the last minute can leave you stressed and scrambling, making you more prone to mistakes. It is best to initiate tax preparation well in advance. Collect all of your financial and business documents, receipts, and records ahead of time, so you are prepared well before the tax deadline. Being proactive allows you to tackle any unforeseen challenges that may arise.

## Maintain Methodical Documentation:

Organizing your financial documents and keeping them well-maintained is crucial. It can help you keep track of your income, expenses, and business transactions, and allows you to claim all the tax deductions you're entitled to. Your documents should be neatly categorized and filed in a manner that facilitates easy accessibility. Efficient documentation guarantees precise and efficient filing.

## Harness Technology for Optimal Efficiency:

Technology can be extremely beneficial to businesses during tax preparation. In today's digital era, explore staffing software and tools that automate various aspects of tax preparation, such as a fully integrated general ledger and accounting software. These tools will significantly reduce manual workload, minimize errors and save valuable time.

## Stay Informed About Tax Deductions:

Maximizing your tax benefits comes down to being well-informed about eligible deductions. Staying up to date on changes to tax law and rules can save you substantial amounts of money in taxes. Keep yourself regularly updated on recent tax laws and regulations to ensure you capitalize on every opportunity. From business-related expenses to potential tax credits, comprehensive knowledge of available deductions can result in substantial savings.

## Seek Guidance from Tax Professionals:

While technology can automate many aspects of tax preparation, it can never replace the expertise of a tax professional. Contemplate seeking advice from a tax advisor or accountant who can provide personalized insights based on your business's unique circumstances. Their expertise can assist in optimizing your tax strategy and identifying opportunities for savings.

## Strategize for Quarterly Payments:

For businesses with irregular incomes, such as staffing agencies, strategic planning for quarterly tax payments can alleviate financial strain during tax season. Collaborate with your accountant or tax professional to estimate quarterly tax obligations and set aside funds accordingly. This proactive measure ensures that you are not caught off guard by a substantial tax bill.

## Routinely Review and Enhance Your Financial Strategy:

Tax season shouldn't be the sole period for evaluating your financial strategy. Regularly review and update your financial plan throughout the year. Whenever there are significant tax law changes or other substantial changes in your business or the economy, it's time to review your strategy. This proactive approach enables you to pinpoint potential issues early on, resulting in a smoother and more predictable tax season.

Navigating tax season can sometimes feel overwhelming, but it doesn't have to be stressful. By practicing or implementing these seven best practices, you can approach tax season with confidence. Initiating early preparations, maintaining meticulous organization, leveraging technology, staying informed about deductions, consulting with professionals, strategizing for quarterly payments, and routinely reviewing your financial strategy are the keys to a stress-free and efficient tax season for your business. Remember, preparation is the cornerstone of a successful tax experience.



For personalized tax solutions and expert assistance, contact MJA & Associates. Our team of professionals will help you navigate the complexities of tax season and optimize your financial strategy. Contact our experts to learn more.

COATS Staffing Software can streamline your tax season by centralizing employee and client data, automating tax calculations, and generating reports for various tax forms. Eliminate manual data entry, reduce errors, and save time and energy. COATS integrates with MJA, allowing seamless data transfer and expert guidance for complex tax situations.



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## Strategic Business Development: Prioritizing Impactful Presentations

QUESTION: When you are marketing and leaving a lot of messages, how do you get three hours of phone time? Also, what are a good number of presentations to make a day?

Okay. I do not care about phone time. I have not, for 20-something years. Full disclosure. I have not run a firm since 2011, but we have clients. I do not even coach people on measuring phone time anymore. I would with maybe a new recruiter, but somebody, Bob, that's been around, I do not care about phone time. I care about results.

One of the flaws in Connect Time was when you and I were brought up in the 1990s on this business, it was a decent tool. It was never a great tool. I remember people calling me from MRI offices, management recruiters' offices, that were split partners. I did not realize. I was an owner. They would call me from different offices to see if I had somebody, and we would end up in some conversation about the Red Sox and the Yankees, and we would be on the phone for half an hour with each other and upwards of five minutes was business. I can't tell you how many recruiters go; oh, that put me over four hours—a 25-minute conversation of BS.

I had an individual in my office that billed, with his team, about \$1 million a year, averaging 75 to 90 minutes of connect time a day. He got retainers. He was a sharpshooter. I am not recommending that low either.

But I am saying I do not care about connect time. I care about presentations. If you were having trouble getting business, I would have a goal of, at least maybe initially, 4 to 8 marketing presentations a day to create some momentum, and I would back that down to 3 or 4 once I got a couple of good searches. Stay in the mode of marketing every day. No matter what was on my desk or how many searches I had, especially after going through a couple of recessions, I learned this lesson the hard way.

Growing up in the Northeast, on really cold days, they tell you to leave the water on a drip overnight so the pipes don't freeze. When you are overwhelmed with openings, if you commit to one marketing presentation a day so that faucet never goes off.

I am not recommending 15 presentations a day. I would do that with new recruiters. I am suggesting, let's say, that an individual has a \$300,000 billing, and their average fee is \$25,000. They need a placement a month. They will need 3 to 5 marketing presentations a day if they are all contingency and do not have a lot of repeat business. So, 3 to 5 marketing presentations a day and then however many candidates to talk to.

I just know \$300,000 globally in our space is about 2 to 2 and ½ interviews a week, depending on the individual, which is probably another 40 conversations. You probably need 60 combined conversations, and that is conservative. Many people need 40 to 50, but it is hard for me to make recommendations without individual metrics in front of me.

Having said that, if a tenured recruiter did 20 marketing presentations

Ask Coach Mike

and had 40 recruit conversations per week or 12 per day, they would probably be at \$300,000 to \$400,000 a year biller in today's economy.

### In Sum

1. **Focus on Results, Not Phone Time:** While phone time was considered a decent metric in the past, we now prioritize outcomes over the amount of time spent on the phone.
2. **Connect Time vs. Presentations:** Instead of tracking connect time, concentrate on making marketing presentations. If you're looking to boost business development, aim for 4 to 8 marketing presentations a day initially, then reducing it to 3 or 4 once you secure some searches. This approach helps create and maintain momentum.
3. **Consistency in Marketing:** Make consistent marketing efforts, even when you're overwhelmed with job openings. By committing to at least one marketing presentation a day, you ensure a continuous flow of potential opportunities.
4. **Adapt to Individual Metrics:** The number of marketing presentations and conversations required may vary depending on individual metrics, such as billing goals, average fees, and repeat business. Recruiters should adjust their daily targets accordingly.
5. **Achieving Billing Targets:** In today's economy, a tenured recruiter who conducts around 20 marketing presentations and has about 40 recruitment conversations per week could achieve a billing range of \$300,000 to \$400,000 per year.

Hopefully that helps.



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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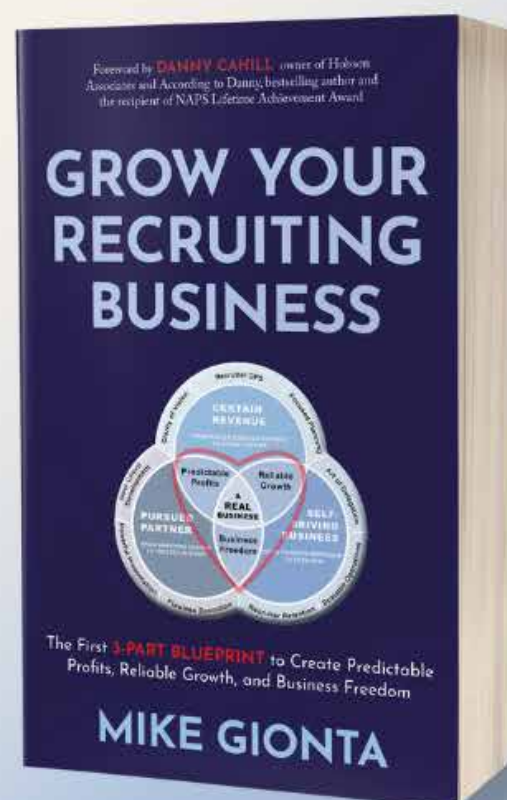
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# Owner's Outlook

## Situational Awareness Is Essential To Great Leadership

by Barbara Bruno



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!

We have all experienced employees that are so wrapped up in what they are doing that they are seemingly unconscious of how their actions affect anyone else. Yesterday, I had a slow driver drift in front of me into the passing lane of the expressway even though we were the only two cars in sight.

I especially enjoy hearing very personal conversations when I'm in an elevator or check out line. Or what about the person who parks their car diagonally in a parking space that was meant for two cars.

These are simple examples of a lack of situational awareness. This can happen in a certain moment or become a habitual problem that can impact the level of success the person will achieve. A lack of situational awareness can be annoying but can also cause poor decision-making. Obviously, situational awareness is an essential skill for entrepreneurs and leaders.

There are three primary characteristics of someone who has developed this skill. First, they perceive all elements of their surroundings and their relationship to each other. Second, they understand and assess their meaning and impact. Third, they accurately determine if they will take or avoid taking any action.

So, what does it take to become situationally aware? A well-developed situational awareness requires a combination of hindsight and analysis of your prior experiences. To better understand how to become situationally aware, study the three-step process: 1) Dynamic Awareness and Perception; 2) Understanding; and 3) Predicting.

In the Staffing and Recruiting Profession we have people on both sides of our sale, and no two days are alike. However, there are patterns of behavior that are repeated and if one of your employees believes they can or can't do something they are correct, unless you step in and help change their perception and as a result improve their results.

Understanding the consequences of certain actions or decisions comes with experience. You don't want to become that person who says, "been there, done that" but your team can also learn from your prior mistakes.

Predicting is also fine tuned with experience and knowing individual stats and ratios. It is very difficult to be situationally aware and able to predict outcomes if you are leading by emotion vs. numbers. Numbers take the mystery out of consistently attaining or surpassing goals and objectives.

You may wonder how situational awareness matters to you and the other leaders in your company. I've listed five situations where this skill is most valuable.

### 1. **When you hire a new recruiter or account executive**

A new recruiter or salesperson will have a learning curve and will encounter issues or make mistakes. It's up to leadership to help new hires feel welcome and valued for their skills and contributions. Your guidance makes a huge difference in how a new hire integrates with your experienced team.

2. **When you notice conflicts among your team members**

Situational awareness involves picking up on nonverbal clues. A heavy mood among the team, tense facial expressions, or people who avoid eye contact with each other are some of the many clues that there could be conflict among team members. Or it could even mean that something you are doing as a leader may be causing stress within the team. It is important to hone in on the source of the problem and deal with it quickly before it derails productivity and morale.

3. **Where you notice bias or aggression**

We hire aggressive, competitive, Type A personalities and you must pay attention. Do you observe issues that make you cringe? Do you see a team member being dismissed or held to unrealistic standards? The best way to alleviate this is to improve the understanding of acceptable behavior before incidents occur. Continual team building is essential in a competitive, sales environment.

As mentioned before, lack of experience (and the resulting poor mental frameworks) can affect good situational awareness. But other factors can affect it as well, especially in cases where one is usually pretty good at it. These include fatigue, overwork, distractions, poorly presented information gaps in training, and emotional and physical distractions. These factors affect not only leaders but also team members.

One of the best ways to improve it is to gather as much information as possible and assess prior situations. Done right, preferably with all affected parties, you will develop a clear, common understanding of what could be improved next time.

Not sure if you have ever watched the TV Show "Undercover Boss" but every episode reveals how disconnected leadership can become from the individuals who keep you in business. Attempt to take an outside approach when interacting with your team. See issues, challenges, and pain points from their point of view to become better at fine tuning your situational awareness.



Training is also key to resolving many issues while helping your team achieve the greatest success. If you'd like to talk to one of our experts about your specific challenges, use the QR Code to schedule a call.

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# MID SIZED Growing Companies STAFFING RECRUITING SMALL



## Lying and Deceit

By Michael Neidle

Lying is a practice that has permeated human society since time immemorial, and its ramifications are felt across various domains. From business to politics and from foreign affairs to sports, the impact of lies can be profound, shaping public perception, influencing decisions, and eroding trust. In this article, we will explore how lying has affected each of these areas, using current and historical examples to illustrate its wide-reaching consequences.

### In Business

The business world is no stranger to deceit, with companies and individuals often resorting to falsehoods for personal gain. One of the most infamous cases of corporate deceit is that of Enron, a once-mighty energy company that collapsed in 2001 due to a massive accounting fraud. Enron's executives had crafted complex financial schemes to conceal the company's true financial health, leading to massive losses for investors and employees when the truth came to light. The aftermath of the Enron scandal resulted in sweeping changes to corporate governance and accounting standards, yet the damage to shareholder trust had been irreparably done.

Another case of lying in business can be seen in the recent scandal involving the German multinational company, Volkswagen. In 2015, it was revealed that Volkswagen had installed software in its diesel vehicles to manipulate emissions tests, deceiving regulators, and consumers alike. This deliberate deception not only resulted in billions of dollars in fines and settlements for the company but also severely damaged its reputation and brand value. On a smaller scale, two years ago the owners of several Florida-based companies, including Liberty Specialty Services LLC, Paradise Choice LLC, Tropical City Services LLC, plus 3 other entities, were sued for lying to the Federal government about the work permits of dozens of employees who were non-resident aliens, laundering of funds and related charges and defrauding the IRS by \$10 million. Jail sentences for the principal owner was 3 years and restitution of \$8.5 million.

Politicians are not immune to the lure of lies, as seen in numerous instances where false promises, misinformation, and outright deceit have shaped political landscapes and decisions. One of the most egregious examples of political lying is the Iraq War and the assertion by the Bush administration that Iraq possessed weapons of mass destruction, which served as a primary justification for the invasion of Iraq in 2003. The subsequent revelation that no such weapons were found undermined public trust not only in the administration but also in the overall integrity of the intelligence that led to the war. More recently, the phenomenon of "fake news" has proliferated in the political arena, with misinformation and disinformation being disseminated through various media channels. This has led to widespread confusion and polarization, undermining the very foundations of informed democratic decision-making. The consequences of political lies can have far-reaching implications, shaping public opinion, influencing elections, and sowing discord within societies.

And we all know the justice system is slowly but relentlessly working its way through over 7 dozen felony counts against a former President of the United States.

### Foreign Affairs

In the realm of foreign affairs, lying has been used as a tool to manipulate geopolitical narratives and justify aggressive actions. One historical example is the Gulf of Tonkin incident, which served as a pretext for the escalation of the Vietnam War. The reported attacks on American warships in the Gulf of Tonkin in 1964 were later revealed to have been exaggerated, if not entirely fabricated, leading to a significant expansion of U.S. involvement in the war. The loss of life and long-term consequences of this deception underscores the devastating impact of lying in matters of foreign policy.

More recently, Russia's annexation of Crimea in 2014 was accompanied by a campaign of disinformation and denial by the Russian government, which falsely portrayed the intervention as a response to the will of the Crimean people. This deliberate distortion of facts exacerbated

tensions between Russia and the West and led to a significant deterioration in diplomatic relations, with enduring repercussions for regional stability.

## Sports

In the world of sports, the consequences of lies can extend beyond mere reputational damage to the very integrity of the competition. One notorious example is the scandal surrounding the Russian state-sponsored doping program, which was uncovered in the lead-up to the 2016 Rio Olympics. The elaborate scheme involved the systematic use of performance-enhancing drugs and the cover-up of positive tests, tarnishing the credibility of Russian athletes and casting doubt on the outcomes of numerous international competitions.

Closer to home for many sports fans are the instances of cheating and deception in games themselves. From "flopping" in basketball to "diving" in soccer, athletes have been known to feign injury or foul in an attempt to deceive referees and gain an unfair advantage. These dishonest tactics not only undermine the spirit of fair play but also breed cynicism among fans and erode the trust that is fundamental to the enjoyment of sports.

In conclusion, the ramifications of lying are profound and pervasive, touching nearly every aspect of human society. Whether in business, politics, foreign affairs, or sports, the consequences of deceit can be far-reaching and enduring. As such, the importance of truth and transparency cannot be overstated, and holding those who engage in dishonesty to account is essential in upholding the integrity of our institutions and the trust of our communities.

## In Summary

Not all lies and deceitful acts are discovered but ask yourself if you want to test the systems and if the risk of doing so is worth it. Sometimes, one may take a small chance of being caught, with minimal penalties. If they are successful, then take a bigger chance with a high reward. But when do the cumulative odds start to build up against you? When does adding a minor tax deduction with no documentation become falsifying loan documents for a property based on your real property being 3 times the actual size get audited? When do the taxes for that same property get reduced by half, on your Federal tax to the IRS, thinking that the two will never be matched against the other?



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.



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# Bridging the Staffing Gap: Efficient Employee Screening for a Stronger Workforce

By RJ Frasca

Gone are the days of endless qualified candidates vying for limited positions. Today, industries must grapple with a new and persistent obstacle –staffing shortage. On one hand, companies are managing a staggering [8.8 million](#) job openings, yearning for qualified individuals to fill the void. Conversely, a rising remote work trend, with nearly [20%](#) of the workforce operating virtually, throws a wrench into traditional vetting methods like background checks and drug screening.

This combination of labor shortage and scattered talent creates a complex hiring ecosystem for recruiters, staffing agencies, and HR professionals. The cost of a bad hire can be financially threatening, wasting resources and disrupting workflows, with the average cost per new hire sitting at more than [\\$4,700](#). An employer and their staffing agency's success strategy hinges on having a robust, efficient, affordable, and continuous employee screening strategy.

While a resume paints a self-portrait of an applicant's qualifications, it often lacks the depth and accuracy needed for informed hiring decisions. This is where employee screening offers crucial insights beyond what a resume may reveal. Background checks can verify a candidate's education, training, employment, and criminal history. It will also help identify any red flags, such as terminations for cause or gaps in employment. By providing this complete picture of a candidate's background, these checks can help employers make more informed hiring decisions while pivoting when risks are alerted.

## **The Hidden Threat: Resume Fraud and the Power of Smarter Screening**

Hidden beneath the flurry of applications lurks a significant portion of resumes containing embellished or fabricated information. A recent [ResumeLab survey](#) revealed that 70% of Americans have admitted to bending the truth on their resumes at least once, with 37% saying they lie frequently. This puts companies at risk of problematic hires and potential legal consequences. Fortunately, thorough screening conducted by accredited firms streamlines recruiting workflows while ensuring qualified candidates are accepted.

Traditional screening methods often fall short; manual processes are time-consuming and error-prone, while generic background checks offer limited insights. This can lead to mismatched placements, increased turnover, and reputational damage for both the employer and the staffing agency. To truly bridge the gap, staffing agencies must embrace an efficient employee screening solutions provider that acts as a partner and is critical to achieving scalability, accuracy, and cost-effectiveness.

Advanced screening solutions offer a variety of benefits, including:

- **Precision and Speed:** Modern screening solutions leverage automation and technology to streamline workflows. Automated reference checks, skills assessments, and verification tools significantly reduce turnaround times, enabling agencies to evaluate a larger pool of candidates swiftly. This speed is crucial in a competitive market where candidates receive multiple offers concurrently.
- **Pre- and post-employment screening:** By implementing both pre- and post-hire screening, employers can ensure compliance with industry regulations, protect sensitive data, and uphold their reputation by fostering transparency and trust. Continuous monitoring also supports a proactive approach to risk management, enabling employers to address concerns promptly before they escalate into more significant issues.
- **The Urgency of Efficiency:** Efficiency is not just about speed; it's about maximizing resources. Streamlined screening processes allow staffing agencies

to handle higher volumes of candidates without sacrificing thoroughness. The impact of automated systems verifying credentials, conducting reference checks, and flagging potential red flags instantly frees up valuable time for agencies and hiring managers to remain strategic.

- **Deeper Insights:** Beyond basic background checks, sophisticated screening solutions delve deeper, often offering insights into a candidate's soft skills, personality traits, and cultural fit. This comprehensive assessment helps identify individuals who possess the necessary skills and align with the company's values and work environment, leading to greater job satisfaction and reduced turnover.
- **Compliance and Security:** Efficient screening solutions prioritize data security and compliance with evolving regulations. This assures employers and candidates that the process is fair, consistent, and adheres to legal requirements. Think of background checks as an investment in safety, not just compliance. Just as you verify a candidate's ability to perform the job, ensuring they are who they say they are is equally important. Overlooking these steps can damage reputation, employee and customer safety, and the bottom line.
- **Cost-Effectiveness:** Advanced solutions eliminate manual tasks, minimize administrative costs, and optimize workflows, allowing agencies to focus on building relationships and providing value-added services. Also, by reducing hiring mistakes and improving retention, efficient screening ultimately leads to cost savings for agencies and their clients.

### **Building Trust and Transparency**

The benefits of efficient employee screening extend beyond immediate talent acquisition. Building trust and transparency fosters a positive candidate experience, increases the likelihood of successful placement, builds trust with clients, and enhances competitive edge. This differentiation is critical for success in today's tight labor market. But a one-size-fits-all approach won't do. Different roles require different checks, and modern solutions allow for customization. Partnering with a staffing agency equipped with modern, user-friendly technology keeps businesses and candidates informed, accelerates the onboarding process, and enables confident hiring decisions.

Hiring managers working alongside well-equipped agencies can craft comprehensive screening programs that attract the most qualified candidates, reducing hiring time and optimizing workflows. This frees HR to focus on other crucial tasks, with confidence their screening process is in good hands. From verifying qualifications to criminal records and health status, employee screening fosters a safer, more positive workplace culture while minimizing costly turnover rates.

The modern workforce landscape is evolving rapidly, driven by remote work, changing demographics, and developing skill sets. By embracing efficient and comprehensive employee screening strategies, staffing agencies can become trusted partners in navigating this complex talent pool.

### **About the Author**

RJ Frasca is Vice President of Channels & Partnerships at [Shield Screening](#), a leading full-service employment screening company specializing in providing quality and dynamic background screening solutions to meet the demands of today's job market. Frasca brings decades of marketing and product management experience in employee screening to his role at Shield Screening, enabling strategic foresight into emerging industry trends and positioning him as one of the most authoritative thought leaders in the industry.

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# How Small Staffing Companies Win

By David Searns

When David beat Goliath, he didn't do it by being stronger.

Or faster.

Or a better fighter.

He won by being smarter.

In the staffing industry, most companies are "Davids."

In the U.S. alone, there are more than 20,000 staffing and recruiting companies, but only 251 are over \$100 million in revenue.

That's just 1.3% of the market.

Yet somehow these companies control 77.2% of the industry's revenue (Source: Staffing Industry Analysts).

These companies have massive resources. Huge budgets for sales, marketing, and recruiting. They're making enormous investments in technology to try to lock up even more of the market.

How can you compete?

Just like David, you have to be smarter. And just like Goliath, the big guys have weaknesses.

***Here are 7 strategies that small to midsize staffing companies can use to win:***

1. **Focus.** Don't try to be all things to all employers. Pick specific niche markets—by company size, industry, skill disciplines needed, or business problems they face—where you can outperform any competitor.
2. **Be more visible in your market (and with your ideal clients).** You don't need a bigger marketing budget. You need to be more targeted with your marketing, so your ideal clients see you everywhere.
3. **Provide exceptional service...based on what your clients value.** You may need to focus on speed (time to fill), talent quality, better management of labor costs, better communication, more proactive workforce planning, or other ways to help your clients get the best return on their investment in your services.
4. **Build deeper relationships.** Get to know more people inside each of your client's organizations. Then get to know each of those people more personally. Understand their needs. Do more to help them solve problems. And personalize your service, so your company is the one every hiring manager demands to use...and every HR manager prefers to work with.
5. **Go small.** Big companies need big clients. Small companies can very profitably serve smaller clients. While you won't get the same volume of job orders with smaller clients, you'll have less competition and face less margin pressure.
6. **Out hustle the competition.** This doesn't just mean "make more calls." It means being smarter in your sales strategy. Being more responsive. Providing more thorough information about the candidates you refer. Making your buyer's job easier.
7. **Attract (and retain) the best internal talent.** Your salespeople and recruiters are your greatest differentiator. As a small to midsize staffing company, you can offer a work environment big firms can't match. While it may seem scary, you can also afford to pay people at the top of your local market because in staffing, top-performing salespeople and recruiters produce dramatically more revenue—and more profitable revenue.

If you want more ideas to level the playing field, download our marketing checklist [150 ideas to Make your Marketing Smarter](#) or sign up for our staffing hot tip sheet [SMART IDEAS Weekly](#).

Want to make smart marketing even easier? Reach out to our [staffing industry marketing experts](#). We're always happy to help!

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# Seasonal Staffing

## Dealing with Higher Pay Expectations

Addressing the issue of youth workers seeking higher pay during difficult times requires a balanced approach. Here are some steps that could be considered:

1. **Understand the Concerns:** Engage in open dialogue with youth workers to understand their specific concerns regarding pay. Listen to their perspectives and experiences.
2. **Assess Financial Feasibility:** Evaluate the organization's financial situation to determine if higher pay is feasible. Consider factors such as budget constraints, revenue streams, and competing priorities.
3. **Explore Alternative Solutions:** If immediate salary increases are not feasible, explore alternative ways to support youth workers, such as offering additional benefits, professional development opportunities, or performance-based incentives.
4. **Communicate Transparently:** Communicate openly with youth workers about the organization's financial realities and the steps being taken to address their concerns. Transparency can help build trust and mitigate resentment.

A visual example: (to explain where the company's revenue goes before payroll) using actual coins or paper bills (or chart presentation) explain that 2-3 quarters represent the overhead of the business, include facility, utilities, etc. and 1-2 dimes represents insurance (you create that pic for them) and tax withholding and benefits that the company pays when considering the overall expense of payroll. What's left is the remainder that allows the company to make payroll. Discuss how the entire team can be more cost effective in the processes that affect revenue. Ask how they see ways to improve on efficiencies so the company can raise their pay as revenue increases. Bring them into the conversation.

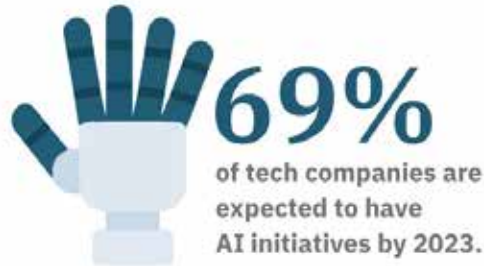
5. **Advocate for Change:** If higher pay is warranted but not currently feasible, advocate for systemic change at a broader level, such as lobbying for increased government funding or collaborating with other organizations to raise industry standards.
6. **Prioritize Well-being:** Regardless of the immediate outcome, prioritize the well-being of youth workers by acknowledging their contributions, providing support networks, and fostering a positive work environment.
7. **Monitor and Adapt:** Continuously monitor the situation and be prepared to adapt strategies based on evolving circumstances, such as changes in funding or shifts in organizational priorities.

We welcome your input as well as to what has been implemented that is working with the next work force generations.



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## America's least productive states - Missouri takes tenth

- Missouri takes tenth, with value-added per hour worked of \$69.67
- Mississippi is statistically the least productive state, with a value-added per hour worked of just \$58.80
- New York is statistically the most productive state, with a value-added per hour worked of \$120.67

New research has revealed the least productive states, with Mississippi coming out on top.

The study by business experts Upflip analyzed the newest labor productivity data from the Bureau of Labor Statistics to see which states added the least value to the economy for every hour worked.

It found that Mississippi is the least productive state statistically. The state saw a total of 1,756,391,000 hours worked in 2022 and a value-added output of \$103,282,732,000. Calculating these two together brings out a value-added per hour worked of \$58.80, which is a small margin lower than any other state.

The southern state of Arkansas takes second place on the list. It comes in with 2,060,619,000 hours worked in 2022 and a value-added output of \$130,291,180,000, equating to around \$63.23 added per hour worked.

Coming in third is the state of Maine, which had 1,034,767,000 hours worked in 2022 and a value-added output of \$65,616,119,000. Calculating these two together brings out a value of \$63.41 for every hour worked in the state.

Montana comes in fourth place on the list, and the state has 766,790,000 hours worked in 2022 and a value-added output of \$49,103,919,000. Putting these two numbers together brings out a value-added per hour worked of \$64.04, giving the state fourth place.

Rounding out the top five is the southeastern state of South Carolina, with \$65.00 added per hour worked. This is due to 3,484,923,000 hours being worked in the state in 2022 and a value-added output of \$226,521,040,000.

Rank	State	Hours worked (2022)	Value-added output (2022)	Value added per hour worked
1	Mississippi	1,756,391,000	\$103,282,732,000	\$58.80
2	Arkansas	2,060,619,000	\$130,291,180,000	\$63.23
3	Maine	1,034,767,000	\$65,616,119,000	\$63.41
4	Montana	766,790,000	\$49,103,919,000	\$64.04
5	South Carolina	3,484,923,000	\$226,521,040,000	\$65.00
6	Idaho	1,277,125,000	\$83,661,050,000	\$65.51
7	Alabama	3,207,755,000	\$210,998,422,000	\$65.78
8	Vermont	464,520,000	\$30,675,070,000	\$66.04
9	Kentucky	3,055,574,000	\$206,168,026,000	\$67.47
10	Missouri	4,513,320,000	\$314,427,479,000	\$69.67

Commenting on the findings, a spokesperson from Upflip said: "While it can be fairly easy to work out which states are adding the most and least value to the economy, measuring this against the hours worked is where it gets interesting, with many potential surprises featuring in this top ten from all corners of the country. When it comes to the value added per hour worked statistic, the US average sits at \$79.48, and around half of all 50 states sit below this, showing that many states are providing better than others, regardless of size and population.

Source: Annual labor productivity by state and region, released May 25, 2023; Bureau of Labor Statistics, Office of Productivity and Technology



# Letter From The Editor

Spring is less than a few weeks away, although as I write this some of us may still be in the throws of winter. With the seasons, staffing needs change. Finding qualified candidates is difficult. Today's youth are emboldened by seeing the signs posted both online and in windows for unprecedented high hourly wages. With more disclosures of wages, expectations are sometimes way out of proportion with reality. As state laws are changing disclosure they are not leveling the field but raising the bar of discord. High inflation contributes to this disconnect as these numbers really don't add up, nor do skills match pay. The basics need, food, clothing and shelter haven't changed but the costs have. People still need to earn income to put food on the table, a roof overhead and clothing as well as obtaining skills to make it in this world.

Are we instilling hard work to accomplish goals? We need to be proactive in teaching the next generation that certain actions have consequences both good and bad. We should reward good behavior and work ethic with reasonable compensation. Do we? Do your employees see their own value in contributing to the team? As leaders, employers, moms and dads, we need to recognize that we set example by our actions and we need to exhibit good leadership as our youth are watching.

Never have the odds been so complex. Setting goals and priorities are a good start. As I travel the country, I still see good people working hard and sharing their knowledge with others to help them succeed. Take a moment to observe actions in other businesses you frequent.

Enjoy a walk outside while taking note of the little things. You'll be glad you did.

Happy recruiting...

*Pat Turner*



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