

Strategically Target Your Ideal Client

The Myth of an
"Open API"



Mastering Time
Management: The
Recruiter's Guide

What is the Outlook
for the Job Market
in 2024?

From Vision To
Victory: Are You A
Doer Or Merely A
Hoper?



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DID YOU KNOW?

* An open API is not a magical tunnel where things “just happen how they are supposed to.” Strong API’s take time and effort and planning. pg 5

* Offer constructive feedback to silver medalist candidates, highlighting their strengths and areas for improvement. This feedback not only helps them grow professionally but also keeps them interested in future opportunities with your organization. pg 7

* A countertrend can be seen by some employers adopting Artificial Intelligence (AI) and installing non-manned kiosks and robotic means of doing repetitive tasks. Investment of capital in this way can make unnecessary the paying of higher wages, since some of the staff will be displaced. pg 9

* Investing in a collection specialist is an investment in your agency’s financial well-being and peace of mind. pg 11

* I did not even have a goal. I did have an outcome goal that I was going to talk to 10 people, but all I did was I did not allow myself distractions. Make the next call. Make the next call. Make the next call. That is how I dug out of my hole in the early 1990s. One call at a time. pg 12

* When progress doesn't match their expectations, frustration and impatience set in, often leading to burnout or constant job-hopping. When you think you can do the marathon in under 30 minutes, because you timed the route in your car, you’ll quit by mile 6. pg 13

* While a positive mindset is invaluable for a leader, it must be coupled with actionable steps toward realizing your dreams. pg 14



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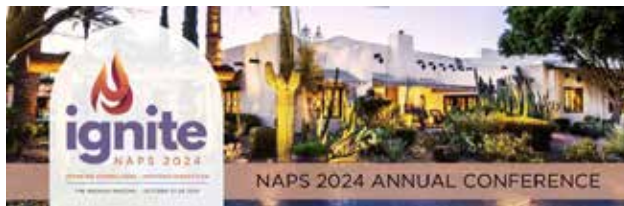


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The Myth of an "Open API"

By Terri Roeslmeier

We often hear discussions whereby the participants adamantly maintain that they "must have an open API". When asked how they plan on using it, those that are the most unwavering, have no specific reason in mind. They simply contend that they need it for future needs that may come up.

"Open API" has become a buzzword of sorts that is echoed when stakeholders are assessing new technology for their firm. Most software providers have the capability to exchange information with other solutions in the form of an "application information interface", but the most useful options almost always require customization.

Let's explore exactly what an "API" is. Simply put, it is a way for two separate software applications to exchange information without manual intervention. A software provider can expose a few general fields of information for exchange, and beacon that they have an "open API", and they do! For example, they could make available name and address for read and write purposes. The information is regularly passed to a website where it waits for another application to pick it up. In addition, the providing application listens for new information that is populated from an outside application that is talking to the API and brings it in. An open API does not mean that the database is completely open and any application can plug in and be useful. The term from that standpoint is a bit misleading. In order for applications to be able to communicate effectively to one another with true meaning and purpose, development work is required. Development teams at each end work together in order to decide what information should be shared and the triggers that launch the discussions between the two separate environments. Sometimes this information is already determined by one of the applications, and another environment may need to comply with the specifications in order to utilize the API.

Providers may make available a set of data that is most likely to be useful for a particular purpose such as background screening. However, in order for the partner application to be able to take advantage of the data, more than likely some data and interaction must take place from the partner side. Since the partner may be interacting with many different types of background services with multiple API formats, each integration will require some work and may even require the addition of fields to the database.

Another consideration is that an API integration is a partnership. That being said, some software providers prefer to pick their partners in order to service their clients in the best possible light. For example, what happens when key information is being passed and the API is not working properly? How is the cause determined? Who does the customer call? Are both providers responsive? This is all important even to get the interface operational to begin with.

An open API is not a magical tunnel where things "just happen how they are supposed to." Strong API's take time and effort and planning. They are almost never a simple "plug in" as some custom requirements generally will come into play. When exploring an API environment, it is always advisable to ask specific questions about the availability of data and how specifically it interacts. It's also important to ask if the API is a 2-way or 1-way option. More detailed questions will help you understand exactly what is involved and help ensure that you are not disappointed. *Questions about what it means to have an open API? [Contact Ultra-Staff EDGE Staffing Software](#) today!*



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Terri Roeslmeier is President of Automated Business Designs, Inc., software developer of Ultra-Staff software for the staffing and direct hire industry.

Ultra-Staff is a full-featured business solution with components for front office, back office, mobile and web suite. For more information on Ultra-Staff go to www.abd.net.

1. Create a Training Program for New Hires

If you don't already have an ATS training program for new hires, one should be created. Your ATS training program should be part of your internal onboarding program. To ensure your ATS is being used to its fullest potential, new hires also must receive training on using the system and best practices. This will further ensure accuracy and consistency in your ATS, especially when it comes to reporting as noted earlier.

2. Appoint a Person to be Your ATS Lead

Your last spring-cleaning tip is to appoint an internal person to be your ATS lead and expert. This person knows your ATS inside and out. If any questions arise, they are the point person your internal staff goes to. They can also be the main one that communicates with your ATS provider. Having an internal expert at your company will help questions be answered faster and they can also help ensure the system is being utilized as it should be and to its fullest potential.

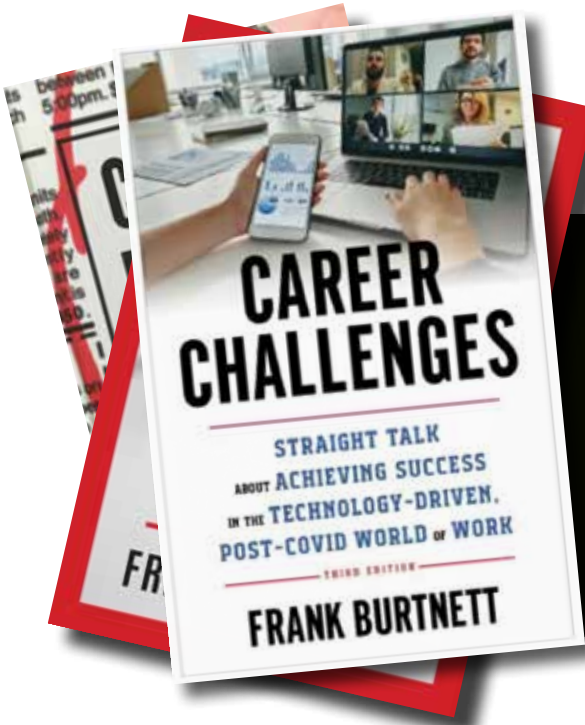
Spring Cleaning Has Sprung!

Spring has sprung and so has spring cleaning! While the traditional form of spring cleaning isn't something most people get excited about, taking the time to spring clean your ATS and processes can have big results for your staffing and recruiting company. It will help you:

1. Declutter unneeded information in your ATS.
2. Ensure the system is being used consistently and the way it should be.
3. Pull accurate reporting and analytics to see key insights into your business to make strategic decisions.

Happy Spring Cleaning!

Questions about spring cleaning your ATS? Reach out to [Ultra-Staff EDGE staffing software](#), a complete ATS/CRM solution with back office, web portals and onboarding, mobile, scheduling, and data analytics. [Schedule a demo](#) of Ultra-Staff EDGE to see it first-hand!



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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.

How to Maximize Placements with Silver Medalist Candidates

By Samantha Prost

Overlooking the potential of second-place candidates could mean missing out on top-tier talent. These individuals, though not selected for a role, often come very close and are well worth nurturing for future opportunities. Let's investigate the benefits of staying connected with these candidates and how it can give recruiters a significant advantage in filling future roles efficiently and effectively.

Who Are Silver Medalist Candidates?

Like Michelle Kwan in the 1998 Olympic Games, [Silver medalist candidates](#) are candidates who have reached the final rounds of the hiring process but were not ultimately chosen for the position. While they may not have been the perfect fit for one role, they could be the ideal candidate for another opportunity in the future.

Benefits of Working with Silver Medalist Candidates:

Familiarity: Silver medalists are already acquainted with the recruitment process and have established rapport with your recruiter. Reengaging with silver medalists for future roles can [save time and resources](#) compared to starting the hiring process from scratch.

Speed: Since [silver medalists](#) have already been vetted, the hiring process for future roles can be expedited. This can lead to quicker placements and reduced time-to-fill metrics.

Quality: These candidates have already demonstrated their qualifications and suitability for the types of roles you place. Reengaging with them can lead to higher-quality hires and improved retention rates.

Experience: Staying connected with silver medalists and providing feedback can enhance their experience with your recruiting firm, even if they were not selected for the initial role.

Cost Savings: Leveraging existing talent pools can reduce the costs associated with sourcing, screening and onboarding new hires.

How to Keep Silver Medalist Candidates Warm

Maintain Communication: Keep silver medalists informed about future opportunities and engage with them through social media and networking events. Set reminders to follow up periodically and share relevant updates to keep them engaged. Want to do this without adding to your to-do list? Work with a [tech-enabled marketing company like Recruiters Websites](#) to build a nurturing email campaign that automates your touch points.

Provide Feedback: Offer [constructive feedback](#) to silver medalist candidates, highlighting their strengths and areas for improvement. This feedback not only helps them grow professionally but also keeps them interested in future opportunities with your organization.

Personalize Outreach: Avoid generic messages and tailor your communication to each candidate's experience and qualifications. This personalized approach shows that you value their candidacy and are genuinely interested in their potential contributions.

Build Talent Pools: Create and maintain talent pools specifically for silver medalist candidates to streamline future recruitment efforts. These pools can be a valuable resource for quickly identifying qualified candidates for new roles.

Use Technology: Candidate sourcing tools can help match silver medalists with new job vacancies quickly and efficiently. These tools can help you stay organized and ensure that you don't miss out on potential candidates.

Why Continuous Engagement Matters

Future Opportunities: [Silver medal candidates](#) could be your top choice for future roles. By maintaining engagement, you create a talent pool of professionals familiar with your organization.

Building a Positive Reputation: Candidates who feel respected and valued are more likely to speak positively about your recruiting firm. This positive word-of-mouth can attract other top talent to your talent pool.

Fulfilling Evolving Needs: As business needs change, silver medalists can be a valuable resource for filling new positions. Their familiarity with the original employer could make them an ideal fit for new roles.

Staying connected with silver medalist candidates can provide recruiters with a competitive edge in filling future roles. By nurturing these relationships and keeping them engaged, recruiters can expedite the recruitment process and secure top talent for their clients.

Are you looking to optimize your recruitment strategy and build lasting relationships with top talent? Contact [Recruiters Websites](#) for personalized insights and best practices tailored to recruiting. Let's elevate your recruitment game together!

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JUST ASK Judy

What is the Outlook for the Job Market in 2024?



The chaos in some sectors of the job market is offset by strong demand and stability in others. This theme plays out in the highly turbulent food service, leisure and hospitality, and retail industries which are most impacted by the tighter labor market. These industries must scramble to gain an edge by offering better compensation and benefits to stay competitive. On the other hand, qualified professionals are in short supply and are highly sought after by firms in the fields of technology, healthcare, and "green" solutions. This article will explore some of the factors driving these trends. An excellent analysis of this market is available at www.pegstaff.com.²

In general, according to Peg Staffing & Recruiting, "although there is still a labor shortage due to open jobs, there has been a steady decline in employees leaving their current job, creating stability in what has been a volatile market. Job seekers are staying at their jobs longer due to the reluctance of changing jobs in an unstable market." Many factors contribute to this, including the sense by employees that many employers are teetering on the edge of insolvency in their struggle to stay in operation in the face of high operating costs, high interest rates, increasing regulatory constraints, social unrest, and political uncertainty.

Food service, leisure and hospitality, and retail industries are being pummeled by increases in the minimum wage and many employers are finding it impossible to stay profitable. Add these burdens to the existing (and ever-increasing) operating costs and many businesses are opting to close their doors. A countertrend can be seen by some employers adopting Artificial Intelligence (AI) and installing non-manned kiosks and robotic means of doing repetitive tasks. Investment of capital in this way can make unnecessary the paying of higher wages, since some of the staff will be displaced. And there is nothing new in this since every technological advance has led to waves of change rippling through the job market.

Another interesting phenomenon is that of immigrants flooding into the food service, leisure and hospitality, and retail industries serving to drive down the cost of labor since these workers will often accept less pay and want to maintain a low profile. This inundation challenges the existing workforce and may cause many workers to seek training to upgrade their skills to stay employable. Peg notes that "by developing their networking skills, adapting to the new trends and focusing on learning new skills, job seekers can turn what was once difficult into less of a competition." It is not clear yet what impact the surge in immigration will ultimately have on the job market and how the masses of potential new workers will be assimilated and to what extent vetting means such as E-Verify will be effective.

The healthcare industry is a bright spot with job growth continuing. Nurses, including traveling nurses, are in great demand and demand for healthcare services remains strong. Booking times to see medical professionals have lengthened due to the increase in demand.

For technology-related industries the outlook for demand is strong but a short-fall in available candidates remains a problem. Demand is high for those with skills in digital design and systems and who can easily adapt to rapidly changing technologies in the workplace. Those knowledgeable in application of AI are highly sought after and the same holds for AI developers. Most industries requiring highly skilled, educated, qualified professionals are struggling to find suitable candidates. Companies are finding it imperative to use technology to stay competitive and profitable.

With the increasing application of AI, some workers have expressed concerns about the threat of being displaced by a robot. An interesting study by Pew Research Center addressed this issue and demonstrated that the threat of AI was largely exaggerated and will likely prove to be more of a blessing than a curse:

*"Among all working U.S. adults, 19% say that over the next 20 years, the use of artificial intelligence in the workplace will help more than hurt them, personally; 34% say AI will equally help and hurt them; 17% say it will hurt more than help; and 31% are not sure."*³

Recruiters are faced with a mixed bag, depending highly on which industry they serve. Being aware of these trends can help find the best candidates and identify the best market niche to serve to maximize your profitability.

¹Judy Collins CPCC, President, Judy Collins Staffing Resources, LLC, judy@jcsrllc.com

²Peg Staffing & Recruiting, www.pegstaff.com

³Rakesh Kochhar, "Workers' Views on the Risk to Their Jobs of AI," Pew Research Center, <https://www.pewresearch.org/social-trends/2023/07/26/workers-views-on-the-risk-of-ai-to-their-jobs/>



Secure Your Revenue: Why Your Staffing Agency Needs a Collection Specialist

By Lynn Connor

While most clients in the staffing industry are honest and reliable, there's always a chance someone might try to avoid paying your placement fees. This can happen through backdoor hires, where they circumvent your services by directly employing a candidate you presented, or through disputes about the quality of the placement. In these situations, a **collection specialist** becomes your valuable ally, safeguarding your hard-earned revenue and ensuring smooth financial operations.

Backdoor Hire Blues? No Problem.

Imagine finding the perfect candidate for a client, only to discover they secretly hired them directly, bypassing your fee. Frustrating, right? A collection specialist takes the burden off your shoulders. They possess the **expertise and resources** to track down such "backdoor hires" and **negotiate or pursue legal action** to secure your rightful commission.

Unhappy Client, Unpaid Fee? Not on Your Watch.

Sometimes, placements don't work out due to factors beyond your control. The client might blame you and refuse to pay, despite a signed contract. Here's where a collection specialist shines. They'll step in to **assess the situation objectively** and negotiate a resolution based on the contract terms. If necessary, they'll **leverage**

their experience and negotiation skills to collect your due payment, protecting your financial interests.

Lawsuits: Don't Go It Alone.

In rare cases, a client might resort to legal action to avoid paying your fee. This can be stressful and time-consuming. But fear not! A collection specialist can join forces with your legal team, providing **invaluable insights and support** throughout the process. They'll help you navigate the legal landscape, **gather evidence, and build a strong case** to ensure you receive what you're owed.

Beyond Collecting Fees: Building Trust and Growth

A collection specialist isn't just about recovering lost revenue. They also help **maintain positive client relationships**, even in challenging situations. Their **professional approach and negotiation skills** can often resolve disputes amicably, fostering trust and paving the way for future collaborations. This ultimately contributes to your agency's **stability and growth**.

Don't let unpaid fees hinder your success. Investing in a collection specialist is an investment in your agency's financial well-being and peace of mind. They act as your **protector and closer**, ensuring you get paid for your valuable services and allowing you to focus on what you do best: finding the perfect matches between clients and candidates.

Ready to safeguard your revenue and achieve smooth financial operations? Contact [Adams, Evens & Ross](#) to learn more about how a collection specialist can be your agency's secret weapon. Even better is their "no collection, no charge policy."



And for [COATS Staffing Software](#) users, streamlining collections is even easier. Our software seamlessly integrates with Adams, Evens & Ross, the nation's leading collection firm specializing in the staffing industry. With a single click, you can turn over past-due accounts, ensuring swift and professional recovery of your earned fees.

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Mike

Michael Gionta



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

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Looking for help engineering your one to three year vision? Email me at mikeg@therecruiteru.com and we can have a quick chat to see if or how we can help.

Struggling, Stuck in Neutral, or Starting Over?

I remember when I was struggling in the early 1990s, and I patched together a few bucks, and I drove to Cleveland for a workshop with managing recruiters. I remember I drove because I could not afford the flight. [I was really struggling.](#)

While I did forget the names of the speakers, one stood out, and I always remembered his message. I have told it several times a year since then. He founded the Great American Cookie Company. He was a healthy guy and got in a car accident, causing paralysis from the neck down. Doctors told him he would never walk again. The guy walked up to the stage. He was telling the story, so obviously, he walked again.

All I focused on was getting to the next town.

Then, when he got to Arizona, he said, I could not do that anymore, so I biked one telephone pole to the next to San Diego.

I just thought, what a beautiful metaphor. When you are in a restart mode or when you are really struggling, and you look at \$300,000, and you have very little in your bank account, you have no receivables, and I have been there a couple of times.

I remember Mike's telephone pole to telephone pole was one call to the other. I prepared a list, and all I did was make the next call. I made the best of it when I was on that next call. I did not worry about how many calls I would make that day.

I did not even have a goal. I did have an outcome goal that I was going to talk to 10 people, but all I did was I did not allow myself distractions. Make the next call. Make the next call. Make the next call. That is how I dug out of my hole in the early 1990s. One call at a time.

Hopefully, that story helps you guys. Those of you with teams, for example, when someone is struggling, that is some excellent insight.

I forgot the process he went through with the healing, but this was a turnaround moment for me. He wanted to thank the Spinal Foundation for all their work with him, so he decided to bike across the country, raise money, and donate it all to this cause.

He lived in Atlanta and was going to bike to San Diego. He worked out. He got in shape, all this stuff, and he left Atlanta. He goes through Alabama and gets into Mississippi without too much of a problem. He hits Louisiana, and he can feel it in his legs. He is thinking, I have got to go all the way to San Diego, and it was painful.

In Louisiana, he said, how far to the Texas line? They gave him the number of miles, and he said, alright, I can focus on just getting into Texas and focus on the state line. If I hit that, I hit my goal.

He gets into Texas. Texas is a big state. I cannot ask how far it is to New Mexico. How far is it to the next county line? My team looked it up, and they told me how many miles I had to bike, so I went through Texas county by county. He goes, it was excruciating by the time I got through Texas.

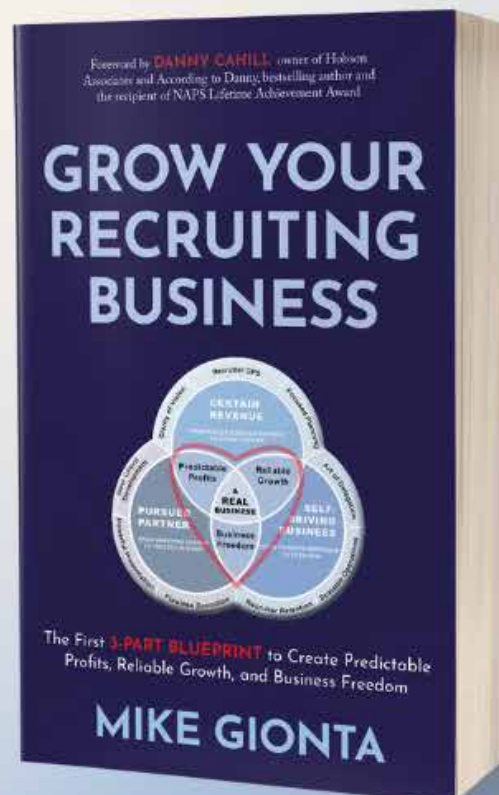
When he got to New Mexico, he said, I cannot do counties anymore. I am just going to go town by town. How far is it to the next town line? I got through New Mexico by going from town to town.

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"I've read several books on recruiting and listened to a number of trainers over the years, but Mike is the one that has helped me the most in growing my recruiting practice. Mike and his team have a way of identifying and clarifying the key processes and mindsets to be successful in recruiting. They also present it in a way that breaks it down to help you identify your starting steps, and to keep you going." – Marts King



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Mastering Time Management: The Recruiter's Guide

By Tricia Tamkin

The Two Time Traps in Recruiting

In the fast-paced world of recruiting, time management is not just a skill – it's an art. Many recruiters fall into two common time traps:

1. **The Illusion of Infinite Time:** This trap ensnares recruiters who feel time is on their side. They procrastinate, putting off crucial tasks like candidate sourcing or client follow-ups. Sometimes the worst part of running your own desk is not having someone breathing down your neck to ensure you are getting things done! So, what happens? They find themselves scrambling at the last minute as opportunities slip through their fingers. Time, being a part of the fabric of reality, will continue long after your client's patience and your wallet both wear thin.

2. **Unrealistic Time Expectations:** On the flip side, some recruiters set overly ambitious goals. They expect to conquer the market or build a vast network in unrealistically short timeframes. The number of people we've coached who start from the idea of being a "million dollar biller" who also insist they need to do it by the end of the year is astounding. When progress doesn't match their expectations, frustration and impatience set in, often leading to burnout or constant job-hopping. When you think you can do the marathon in under 30 minutes, because you timed the route in your car, you'll quit by mile 6.

The Role of Time in Achieving Success

Recognize this: everything of value in recruiting, from building lasting client relationships to understanding the nuances of a niche market, takes time. You can't rush success any more than you can slow down time.

Urgency vs. Realistic Expectations

To thrive as a recruiter, you need to balance urgency with realistic expectations – a concept I like to call "aggressive patience." Yes, you should pursue your daily tasks with vigor and urgency. Be proactive in reaching out to candidates, diligent in understanding client needs, and quick to adapt to market changes.

The Art of 'Aggressive Patience'

However, alongside this urgency, you must cultivate patience. Understand building a solid reputation, real relationships, a reliable network, and a deep understanding of your industry won't happen overnight. It's a marathon, not a sprint. You can't keep asking yourself if you're there yet, you just must keep running.

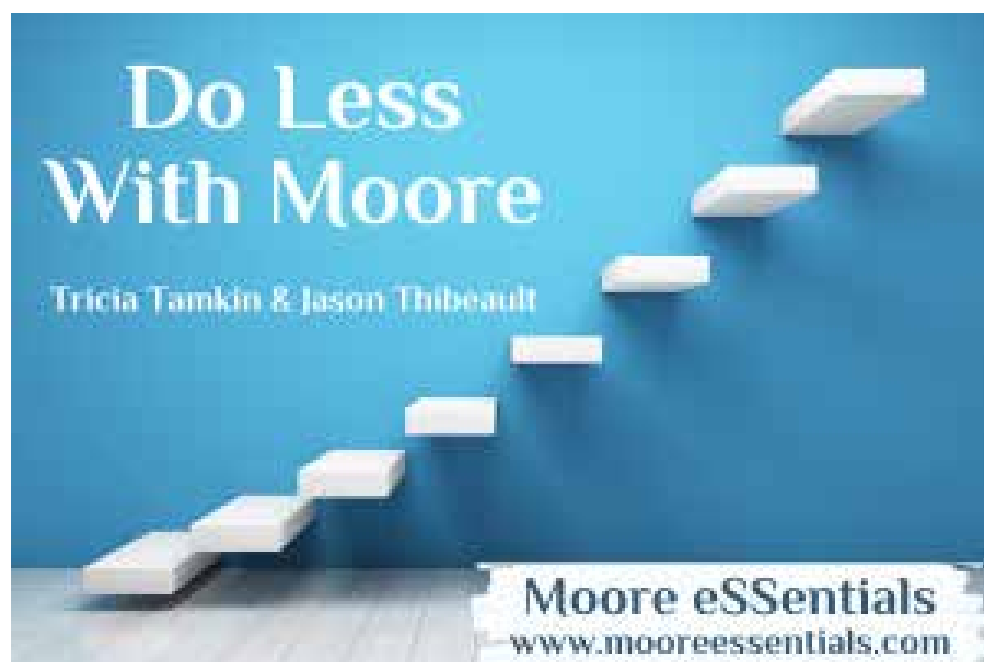
Implementing Aggressive Patience

1. **Set Realistic Goals:** Align your expectations with the reality of the recruiting cycle. Understand some roles take longer to fill, and some clients are more challenging to win over. Stop expecting someone else's timeline to correspond to yours.
2. **Daily Diligence:** Work diligently every day. Whether it's researching new industry trends, expanding your network, or refining your interview techniques, consistent effort is key. One foot in front of the other.
3. **Patience in Progress:** Recognize that even with your best efforts, all things take time. Be patient with the process. Sometimes your shoe gets untied, the hills loom, and you don't see a point. Remember why you started in the first place.
4. **Support isn't Cheating:** A coach who helps you with goals, a running partner keeping you on pace and accountable, even the friend at the water station keeping you hydrated – we can agree this would help a world class runner or a beginner. Yet many of us go alone.

The Bottom Line

In recruiting, time is your ally if you know how to use it. By balancing urgency in your daily tasks with patience for the long-term journey, you position yourself for enduring success. Remember, it's about playing the long game with the zeal of the short game. That's the recruiter's winning strategy.

If you're ready to step up your recruiting career, explore Moore eSSentials Group Coaching, and receive a 10% discount when you enter this coupon code: EMINFO2024. If you want to talk with Tricia directly, call her cell on 630.240.4454. She answers her phone.



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!

From Vision To Victory: Are You A Doer Or Merely A Hoper?

by Barbara Bruno

Are you a Doer or a Hoper? The distinction between these two personas is crucial, shaping your response to challenges, resilience in the face of adversity, and overall success in reaching your objectives and expanding your business. In my view, the decisive factor for enhancing both your professional and personal life lies in "the actions you undertake."

Upon embarking on the entrepreneurial journey, what were your aspirations? Does your present lifestyle reflect the dreams and goals you harbored when you first embarked on this venture?

Entrepreneurs who embody the spirit of the Doer adopt a proactive stance towards life. They recognize the importance of dreams and ambitions but are acutely aware that without tangible action, these dreams will remain unfulfilled. Characterized by resilience, resourcefulness, and determination, Doers relentlessly chase success.

Conversely, Hoper entrepreneurs, while possessing dreams and objectives, often resort to excuses when faced with failure. Common rationalizations include challenging market niches, detrimental locations, unengaged teams, unreachable clients, or a preference for temporary hires and contractors over direct employment. In my consulting experience, I find such explanations unconvincing. I've witnessed other clients thriving in identical conditions, a testament to the fact that success is attainable for Doers who seek solutions rather than excuses.

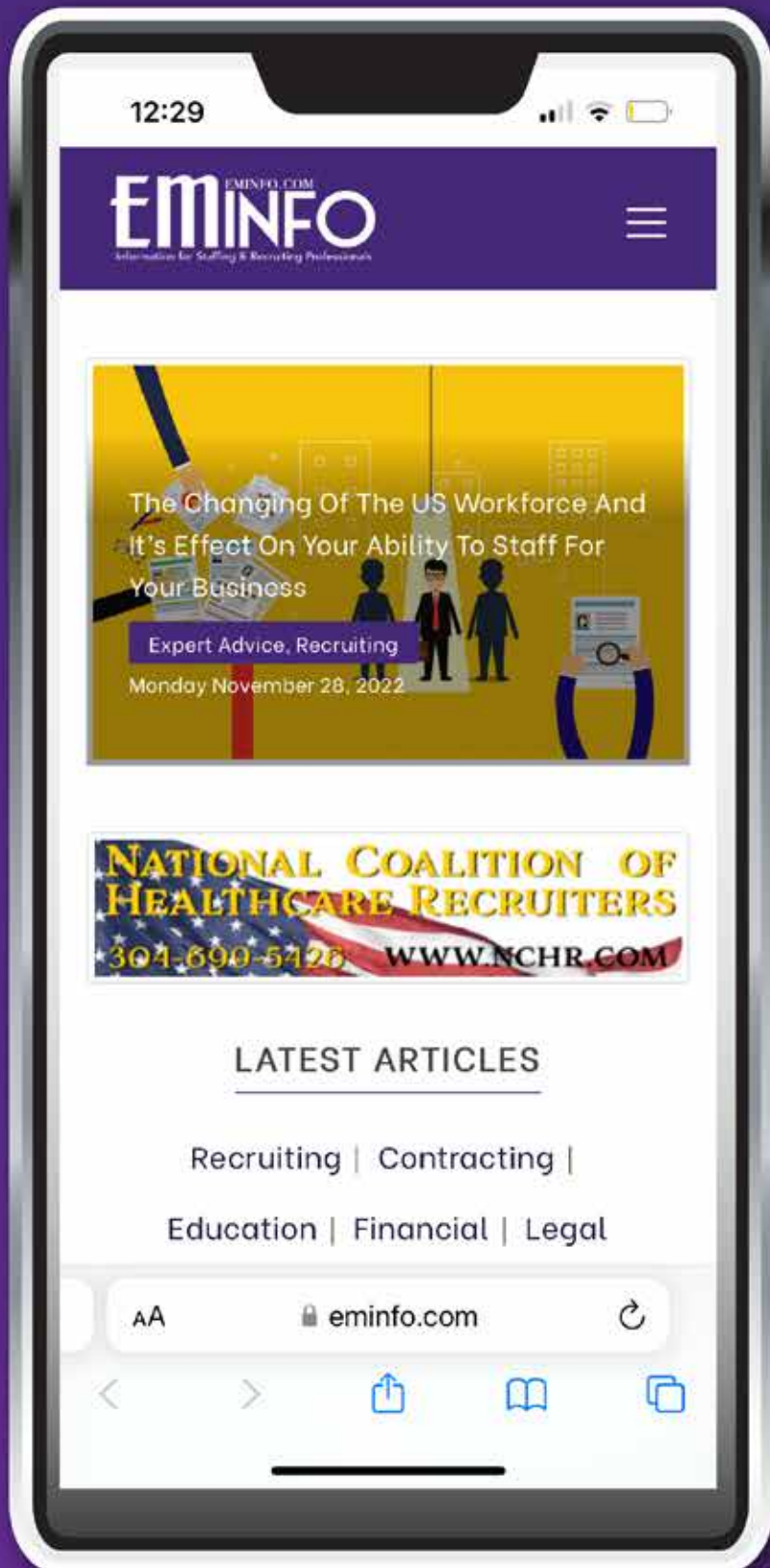
Take, for example, my grandson Jack, a high school basketball team's starting guard and epitome of a Doer. His proactive approach and leadership on the court exemplified the actions necessary for victory. Despite a recent loss in the Semi-State game against Indiana's top team, their performance, just five points shy of a win, demonstrated true Doer spirit, setting Jack on a path of success for college and beyond.

Engaging with conference attendees, I noted a strong emphasis on the value of positive thinking. However, I observed a gap between visualizing success and executing the required steps to achieve it, with many viewing obstacles as signs of inevitable failure.

While a positive mindset is invaluable for a leader, it must be coupled with actionable steps toward realizing your dreams. **I challenge you today:** outline the practical measures you will implement in Q2 to turn one of your dreams into reality. By visualizing your goal—be it professional or personal—and underpinning it with specific actions, you train yourself to be a Doer, not a Hoper, thus ensuring the attainment of your objectives and the growth of your business.

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How Far Can One Go?

By Michael Neidle

Making decisions often pits morality and ethics against economics and expediency. Whether this is routine matters or critical decisions, the wrong choice may have long-lasting consequences. Individuals in positions of authority often have to grapple with questions of what the decision is. I will explore this topic across these domains. I will provide what happens in politics and the military versus businesses and what lessons can be learned from those other two sectors. I will then include scenarios and real-life examples of going too far. And then summarizing this in the conclusion as to what an optimal course of action might be.

Scenarios and Options:

1. Political Campaign Strategy

- Should one exploit an opponent's personal history for political gain? In today's age, this is a more complicated decision these days due to 2 factors. That is, truth is factual and provable, while one's opinion is not. Yet the phrase today is: "You are entitled to your facts, and I am entitled to mine." It is unfortunate today that some people are just unreachable, as they are true believers in any attempt to get them to change their opinion contrary to time and money. They are not simply wrong but irresponsibly so and think like-minded people.
- It may be best to focus on the negative of one's adversary but on policy that is not going to happen when the mudslinging and smears begin; the targeted party must answer the charges or less they are assumed to be guilty. Playing by the Marques of Kingsbury rules are often taken as proof of weaknesses and wrongdoing by voters, for they would forcefully respond to the charges if they were not guilty. Dirty politics is more often the norm these days, and unanswered charges sway voters.
- AI has been used most recently to create situations with "deep fake" (DF) messages into an opponent's mouth, place them in compromising positions that never occurred and have them allied with the wrong types of people and organizations via DF. It's like the opposite of the vintage ad for the Memorex recording tape, which said: "You can be sure if it's Memorex." Now it's: "You can't be too sure that whatever you just saw or heard may not be true".

2. Military Intelligence Strategy

- Every arm of the military employs all means of spying, intelligence and espionage, false flag operations, tactical and strategic and tactical planning, surveillance and infiltration, bribery, black ops, and more. Many of these tools have been used in politics, some in the open and others surreptitiously. They have employed the best available intelligence of the day, starting with spying on and infiltrating the enemy's army in yesteryear, to electronic means and spy satellites until recently, and the precursor of DP such as inflatable military hardware and

camouflage. Today's arsenal of tools adds the highest performance level of DP, often never seen or hidden, to confuse and confound the enemy in every way possible.

- This can be augmented along with publicly available information and diplomatic channels, plus deception, to create an integrated strategic and tactical game plan.
- Use the above to create a long-term and ever-evolving military strategy and credibility.

3. Corporate Decision-Making Strategy

- Where it is legal and defensible, increase or inflate your financial reports, include, exclude, combine, or break out your operations to achieve your aim, and keep competitors guessing how well you are doing.
- Provide confidential internal management reports needed to run your business down to the lowest management level, in order to maximize your sales, profit, KPI, and market value within the parameters set. Remember to do an internal audit of the numbers that you run your business.
- Provide your bankers with as much information as they need to retain and expand your LOC and term loans. But remember the lessons learned by a high-profile person who may have played fast and loose with the truth.
- Implement cost-cutting measures that do not compromise your service or product quality. But cut costs which you can to increase your profit to cost ratio.
- Pursue sustainable practices, balancing profit with ethical responsibility. Embrace sustainable practices, foster bankers' trust, and verify that you have a stable business under various conditions with a stress test similar to what the major banks perform and are able to show stability to stakeholders.

Real-Life Examples:

1. Politics

- Watergate Scandal (1972)** Richard Nixon's administration authorized the break-in at the Democratic National Committee headquarters, showcasing the ethical pitfalls of pursuing political advantage through illegal means.
- Kerry Campaign (2004)**. John Kerry did not

Growing Companies

understand the power of unchallenged dirty tricks, as he was above the fray during the "Swift Boating" incident. This was when sailors made false claims about his service record and commendation that did not serve with him but had the motivation to lie, while he did not ask those who did serve with him to vouch for him.

- **Obama Presidency (2008)** President Obama was accused of not being born in the United States and had to prove this during the presidential contest in 2008, as well as many other false claims.
- **U.S. Presidential Election: (2016)** Accusations of foreign interference and dissemination of misinformation underscore the importance of maintaining electoral integrity and combating disinformation campaigns.

2. Military

- **My Lai Massacre (1968)** American troops massacred hundreds of unarmed Vietnamese civilians, illustrating the tragic consequences of unchecked military authority and moral ambiguity in combat zones. As it is said, "War is Hell".
- **Abu Ghraib Torture Scandal (2003):** U.S. soldiers engaged in the abuse and torture of detainees, highlighting the ethical ramifications of disregarding human rights in wartime. Amnesty International condemned the incident and the abuse of the human rights of the prisoners. The US lost a great deal of its moral standing with other countries as a result.
- **Hamas vs. Israeli War (2023-2024).** Hamas attacked Israel in 2023 with a horrific tale of torture, rape, and a list of horrific list of atrocities against mainly civilians. Israel's response was over the top, and some 23,000 Palestinians have been killed in order to find the perpetrators. This event has set back the normalization of relations between Israel and many Gulf states, including Saudi Arabia, UAE, Qatar, Bahrain, and Kuwait.

1. Business:

- **Enron Scandal (2001):** Executives manipulated financial data to conceal losses,



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

leading to the collapse of one of the largest energy companies in the world and exposing the dangers of corporate fraud. The company stock price fell from \$91/share to \$1. Its bankruptcy resulted in a \$63 billion loss. Their top 3 executives were convicted of numerous crimes. One died before sentencing, while the other two served time in prison. This fiasco led to new legislation and the breakup of our Big 8 accounting firms into the consolidation of 4.

- **Wells Fargo Fake Accounts Scandal (2016):** Employees created millions of unauthorized and fraudulent accounts to meet sales targets, revealing the ethical lapses that can occur when financial incentives outweigh ethical considerations. In the wake of the fake accounts scandal, Wells Fargo faced intense scrutiny from regulatory agencies and government bodies. investigations revealed that the fake accounts scandal was more widespread than initially thought. The investigations also uncovered evidence of other unethical practices within the bank, including charging customers for financial products and services they did not need or want.
- **FTX, Alameda Research Scandal (2024)** Sam Bankman-Fried, CEO and founder of crypto FTX exchange and his companies on that exchange in his twenties. He was the Boy Wonder and the 41 richest person with a net worth of \$26,5 billion. His empire crashed when users started withdrawing their funds and bankrupted him and his 2 companies. Fried was found guilty of seven counts of fraud and conspiracy recently, in one of the biggest financial frauds in our history. He is awaiting serving 25 years in prison.

Conclusion:

In each of these spheres: politics, the military, and business, the optimal choice often involves balancing short-term gains with long-term consequences. While immediate advantages may tempt decision-makers to stray from ethical norms, the enduring value of integrity, accountability, and transparency cannot be overstated. By prioritizing ethical principles in decision-making, individuals and institutions can cultivate trust, foster stability, and uphold one's fundamental tenets. Having checks and balances reduces wrongful behavior but can never eliminate them. All too often, the wrongdoer will get away with the crime if in fact it is ever found.

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Strategically Target Your Ideal Client

By Mandy Wittschen

A one-size-fits-all sales strategy won't cut it.

When it comes to staffing sales, a generic approach fits about as well as a giant's shoe on a pixie's foot (or a pixie's shoe on a giant's foot - ouch!).

The key to capturing market share and growing your business lies in being strategic and targeted in your approach. From understanding your market to defining your unique selling proposition (USP), strategic targeting is critical to making an impact in staffing and recruiting sales.

Targeting Strategically: The Key to Impactful Staffing and Recruiting Sales

Strategic targeting involves identifying and focusing on specific niches—the sharper and more focused your target market, the better your chances of standing out. This targeted approach helps streamline your communication, fine-tune your value proposition, and ultimately, enhance business performance. Being 'everything to everyone'? That's a strategy ripe for failure.

Painting A Clear Picture of Your Ideal Client

Identifying your ideal client isn't merely about building a list of email addresses. It's also about understanding their motivations, their reasons for using a staffing agency, and the unique challenges they face.

Here's a framework to help you outline your ideal client profile:

- 1. Industry:** Identify the industries where you have the most experience, highest success rates, and deep connections.
- 2. Size:** Narrow down the size of organizations that are the best fit for your services, taking into account your resources and capabilities.
- 3. Location:** Geographical targeting can help focus your efforts. Consider local industries, regional trends, and logistical aspects.
- 4. Job Title:** Understand who the key decision-makers are in the hiring process.
- 5. Reasons for using staffing:** What challenges does your ideal client face? Why do they rely on staffing services? How does your offering address their specific needs better than your competitors'?

Implementing Your Strategic Targeting Plan

Once you've defined your ideal client, you now know "whom" to go after. The important next step is "how." Here are some strategies and tactics you can implement:

- 1. Differentiate with intent:** Define your "hedgehog"—the intersection of what you're passionate about, what you're best at, and what drives economic value for your clients. It forms your business engine and your key to true differentiation.
- 2. Tell a compelling story:** Successful sales involves storytelling. Craft a story around your services that not only captivates your target audience but also demonstrates your understanding of their unique challenges and the value you provide.
- 3. Leverage digital marketing strategies:** Use content marketing, SEO, social media, and more to get your message in front of the right people at the right time.
- 4. Invest in sales training and tools:** Equip your sales team with the skills and tools needed to effectively engage and convert your target audience.
- 5. Growth marketing vs lead generation:** Understand that attracting new clients (lead generation) and maximizing relationships with existing ones (growth marketing) both require shared, but also uniquely different strategies.

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Navigating “Work-Life Balance” and Retention in the Veterinary Field: Insights from an Industry Leader

By Michele Silverman

“Work-life balance” is not merely a buzz term; it’s a fundamental aspect of supporting the well-being of your employees, and ultimately, aiding in their satisfaction. This creates an environment with the tools needed to sustain long-term success – allowing your organization to thrive as a leader within its industry.

However, the journey toward achieving work-life balance, or what I like to refer to as “life-first balance,” is not without its challenges. By addressing the root causes of these obstacles through tailored retention strategies that prioritize well-being, organizations can endure and foster a culture of support, ultimately enhancing retention rates. In professions like veterinary medicine, practitioners often experience long hours, emotional stress, limited resources and trauma exposure – factors that can impede retention and contribute to burnout. In fact, 48.3% of veterinarians listed mental health and work-life balance as driving factors for resignation, per the American Veterinary Medical Association [2023 Census of Veterinarians](#).

Importance of the Life-First Approach

At its core, the quest for life-first balance requires a concerted effort from all parties. As human resource professionals, the responsibility of this important cause falls to us. We need to continue creating workplaces where individuals feel valued, supported and empowered to lead fulfilling lives both inside and outside of work.

A healthy work-life balance is at the cornerstone of fostering employee well-being, which includes having opportunities to pursue personal interests. This is particularly crucial for individuals navigating various stages of life, such as parenting, where accommodating schedules can significantly alleviate stress and enhance job satisfaction. From an employer perspective, this approach helps foster a culture of inclusivity and support. Understanding the need for balance transcends generational differences, no matter an employee’s job level or position.

This approach leads to happier employees who put their best foot forward each day – leading to organizational success for the practice and its people.

Strategies for Embracing Life-First Approach

Finding the approach that works for your organization involves developing an understanding of your industry’s unique needs and challenges. Within the veterinary profession, many pet care providers struggle with managing their mental health – stemming from long hours, emotional stress and the demanding nature of their role. Effective strategies to consider include:

- **Leading by Example:** By encouraging seasoned veterinarians and local leaders to model healthy working habits, employees are given a strong behavioral leadership and better understand that putting life-first is not only allowed, but encouraged.
- **Wellness Initiatives:** Recognizing the impact of the veterinary profession on well-being, prioritizing health through support offerings and incentives can cultivate a workplace culture conducive to wellness. Implementing programs like fitness challenges, nutrition education, and mental health support promotes the life-first mindset, benefiting both employees and employers.
- **Flexible Scheduling:** Allowing for flexibility within work scheduling offers employees the freedom to balance their personal and professional lives effectively.

Additionally, seeking feedback and measuring satisfaction

among employees offers an opportunity for an organization to identify areas for improvement and adapt to the evolving needs within, and outside of, the workplace. Regular evaluation ensures that strategies remain relevant and compelling.

These strategies transcend veterinary practices and can be applied across industries and fields. By prioritizing employee well-being and flexibility, organizations can cultivate a productive and successful workplace.

Factors Influencing Veterinary Retention

While work-life balance remains a top priority for employees in a variety of industries, veterinary retention is also influenced by persistent challenges like burnout, the competitive nature of the field, changing market dynamics and strict non-compete agreements. [Over half of professional veterinarians](#) report high levels of burnout, with a shocking [70% having first-hand experience with colleague suicide](#), proving the true importance of implementing these strategies.

Retaining talent in the veterinary field requires navigating the competitive landscape and market dynamics. With only [32 veterinary programs](#) in the U.S., veterinary school graduates are extremely sought after, and employers aim to hold onto their talent pool – commonly turning toward unfavorable non-compete agreements.

Once you identify the factors that influence your industry’s retention challenges, you can effectively determine the best ways to overcome them.

Overcoming Retention Challenges & Retaining Veterinarians

Overcoming retention challenges is central to the cultivation of a positive organizational culture that prioritizes its team members; however, it requires long-term employer commitment. In addition to adopting a “life-first approach,” encouraging autonomy, continuing education, providing mentorship and recognition initiatives, and engaging in philanthropic endeavors have also proven to boost morale and retention.

- **Encouraging Autonomy:** Laying the foundation for autonomy in the workplace leaves employees with a sense of empowerment, leading to increased motivation and contributing to a more dynamic working culture. At VIP, we protect the existing culture and legacy of veterinary clinics. This strategy involves granting localized autonomy, allowing them to tailor the client experience to meet the specific needs of their patients

and the professionals who care for them. This cultural alignment plays a pivotal role, allowing a sense of belonging and shared values among team members.

- **Supporting Continuing Education:** Veterinarians are passionate about the animals and families they serve. Supporting continuing education is crucial for professionals to stay updated with advancements, enabling them to deliver high-quality care. Employers should provide and endorse learning opportunities to ensure professionals remain knowledgeable and skilled throughout their careers.
- **Providing Mentorship Opportunities:** Offering mentorship programs from established veterinarians offers a unique opportunity for mentees to tap into perspectives developed over years of experience and, in turn, allows mentors a hand in shaping the next generation of veterinarians. Mentorship programs, such as VIP's [Viva Mentorship Program](#), provide invaluable guidance and support, particularly for early-career veterinarians.
- **Engaging in Philanthropic Endeavors:** Participating in philanthropic initiatives instills a sense of purpose and fulfillment that fosters pride in contributing to a greater cause, helping to boost morale and job satisfaction. Align your company with a cause reflecting its values and commitment to positive impact. For instance, in acknowledgment of well-being challenges in the profession, we have made contributions to [Not One More Vet](#), a non-profit aimed at raising awareness of wellness and mental health to reduce veterinary suicide. I encourage fellow HR professionals to identify causes aligned with workplace or industry concerns that allow everyone to be involved, fostering collaborative efforts for a positive impact.

Initiatives should be prioritized based on how they impact employee satisfaction, the driving force behind retention strategies. At the root, a supportive and inclusive workplace culture is key, combined with acknowledging the distinctive "caring nature" of veterinarians and providing avenues for emotional support and camaraderie. Our duty is to lead the charge in creating an environment where employees feel valued, supported, and motivated.

Leading the Charge

As HR professionals, we have witnessed the transformation of the work-life balance landscape. It is no longer a concept, but a fundamental aspect of fostering well-being and satisfaction among employees. Recognizing the need for, and promoting, a life-first approach not only creates a healthier and happier workforce, but also equips organizations with the resilience needed to succeed in today's competitive landscape. By understanding industry-specific challenges and implementing tailored strategies that prioritize employees, organizations can navigate through difficulties and provide employees with culture of support and belonging – while enhancing retention rates.

The pursuit of a life-first approach isn't just about individual well-being; it's about laying the foundation for sustainable success, establishing culture and creating workplaces where everyone can flourish— both employee *and* employer.

Editors note:

[Michele Silverman](#) has 20 years of HR and internal communications expertise where she has shaped meaningful employee experiences. As the Chief People Officer at Veterinary Innovative Partners, a network of veterinarian-owned-and-operated hospitals across nine states, she actively fosters a culture of creative support, empowering current and new team members to lead fulfilling lives inside and outside of the workplace. Passionate about promoting health, wellbeing, and work-life balance, Michele emphasizes the significance of accommodating employees with diverse responsibilities.



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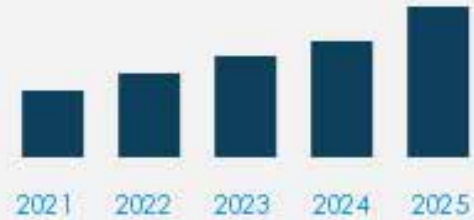
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NEWS RELEASES

NCLA Lawsuit Seeks to Set Aside the Department of Labor's Unlawful New Independent Contractor Rule

Colt & Joe Trucking LLC v. U.S. Department of Labor; Julie Su and Jessica Looman, in their official capacities

Washington, DC (April 26, 2024) – The New Civil Liberties Alliance has filed a Complaint in the U.S. District Court for the District of New Mexico, challenging the U.S. Department of Labor's vague new independent contractor rule. Promulgated earlier this year, the rule distorts the standard for determining if someone hired by a company can be classified as an independent contractor, instead of an employee subject to the Fair Labor Standards Act's (FLSA) wage and hour requirements. Representing the family-owned company Colt & Joe Trucking, NCLA asks the court to overturn this rule, which leaves small businesses like theirs completely unable to hire independent contractors without risking FLSA liability.

The Labor Department previously maintained a 2021 rule that generally allowed businesses to classify workers as independent contractors if they exercised independent judgment and control over their work and could profit as a result. Overthrowing this simple standard, the January 2024 rule effectively broadens FLSA's definition of "employee" to cover anyone performing services for another company under essentially whatever circumstance the Department wants. To make matters worse, the new rule unlawfully allows companies like Colt & Joe Trucking to be retroactively punished for making worker classification decisions based on the old definition.

The Labor Department says it abandoned the old standard for classifying independent contractors because it conflicted with judicial precedent, but no precedent prohibits focusing on control and opportunity as the most probative factors in determining whether a worker is in business for himself. On top of all these fatal problems, Acting Labor Secretary Julie Su also lacked authority to promulgate the new rule in the first place, having claimed secretarial powers for over a year without Senate confirmation in violation of the Appointments Clause.

NCLA released the following statements:

"The Department is replacing a simple standard for determining whether a worker is an independent contractor or employee under the Act with a vague and indecipherable one. A vague standard means businesses have no idea what the law requires, while bureaucrats enjoy enormous power to penalize them for unpredictable violations."

— Sheng Li, Litigation Counsel, NCLA

"The meaning of 'independent contractor' was well understood in the industry before DOL's latest unnecessary intervention. Rather than clarify the law, this rule seeks to obtain a political goal Congress did not adopt when enacting the FLSA, namely dramatically reducing the number of independent contractors."

— Mark Chenoweth, President, NCLA

For more information visit the case page [here](#).

ABOUT NCLA

NCLA is a nonpartisan, nonprofit civil rights group founded by prominent legal scholar Philip Hamburger to protect constitutional freedoms from violations by the Administrative State. NCLA's public-interest litigation and other pro bono advocacy strive to tame the unlawful power of state and federal agencies and to foster a new civil liberties movement that will help restore Americans' fundamental rights.

Letter From The Editor

It really is an exciting time to be in recruiting and staffing! Why you ask? Because the numbers add up. More and more higher-level openings have been created as baby boomers retire and leave the workforce. More millennials have stepped up their abilities to work efficiently, but talking them into a move can be tough especially if it involves a move.

Improving your processes with updated software capabilities and AI assistance with the mundane, makes a good recruiter have more time to do just that; Recruit! Again, it can be a challenge but from all my years of meeting recruiters, staffing firm owners and staffers, I know you are smart savvy business people doing a great job. Keep looking in the mirror and tell yourself, "you can do this!"

In this issue are some great ideas and stories to give your creative juices something to feast on. I know I'm sounding pretty optimistic in a world full of uncertainty but the doers of the world will get it done in spite of the obstacles. If you feel the need, hire a good coach or trainer to help your team. There are several authors in this issue that welcome your call for coaching and training.

"Remember, if you do what you love, you never work a day in your life!"

Pat Turner



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