Building Trust & Retention with Contract Employees

How the Fastest Agencies Fill Jobs Before their Competitors React

Track What Matters And Raise The Bar

Bring Home the Pharma Jobs

Reclaim Your Time - End the No-Show Nightmare Now

Contents

In Every Issue. . .

EMINFO

Events & Trainings

12th Annual WASS Legislative Conference
November 6, 2025
Madison, WI

2025 Midwest staffing owners & executives retreat
September 11-12, 2025
The Abbey Resort - Lake Geneva, WI
Register Here

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

Building Trust & Retention with Contract Employees

By Jennifer Roeslmeier Mikels

Retaining employees in staffing is not always an easy task, especially when it comes to contract workers. With today's gig economy and mass virtual network, contract workers can access numerous job opportunities at their fingertips.

In a recent issue of the American Staffing Association's Staffing Success magazine, a Pew Research Center survey found that Blue-Collar Workers are markedly **less satisfied** with their jobs than other workers in the U.S. The study also found that blue-collar workers are **more likely** than other workers to say they expect to look for a new job soon.

This is just one sector of contract work but proposes an interesting challenge for staffing companies. What steps can staffing companies take to retain contract employees to keep them happy and retain them for future opportunities? In this article, we will look at 5 simple ways to build trust among contract workers, while incorporating technology into their employee journey to keep them engaged and satisfied!

1. Make it Easy to Find and Apply for Jobs

Offer a Mobile App

Contract workers move from one assignment to the next and are always looking for their next move. A mobile app is a fantastic way for candidates to be able to search, apply, and even self-assign themselves to jobs. Whether at lunch or watching TV on the couch after work, they can easily scroll through your mobile app to find their next opportunity. Job seekers want easy applications, the easier you can make it for them to find assignments and apply, the more engaged they will be with your staffing agency. Why work for anyone else if they can easily find assignments with your staffing agency?

The ability for candidates to self-assign themselves to jobs is also a possibility with some mobile apps. If a recruiter knows a candidate is coming up to the end of their assignment, they can automatically push out another job opportunity to that candidate to accept on the spot. Your ATS may already have a mobile app that you can take advantage of. It will be a great first place to start when exploring mobile opportunities for your staffing agency.

Other Self-Service Tools
If a mobile app is not an option for your staffing agency, there can be other ways for candidates to search for jobs, such as through a candidate portal. Candidate portals allow candidates to login to view specific jobs tailored for them. Again, if a recruiter knows a candidate is coming to the end of the assignment, they can push new assignments out to the candidate to accept in the portal. Your ATS may even offer a mobile optimized web portal, which would be the next best thing if a mobile app can't be offered.

Overall, self-service tools for candidates can make a big difference in the employee experience. When you think of your everyday life, it's much more convenient when you can complete steps easily and on your own. Convenience is the name of the game and makes a big difference in staffing.

2. Smooth and Quick OnBoarding Process

Senior Digital Marketing and Brands Manager at Automated Business Designs E-Mail: Jennifer.Roeslmeier@abd.net Automated Business Designs develops the enterprise class staffing and recruiting software solution, Ultra-Staff EDGE. Designed for temporary, direct hire, and medical staffing, Ultra-Staff EDGE offers a full-featured business solution that includes front and back office, onboarding, web portals, mobile, data analytics, and scheduling. For more information on Ultra-Staff EDGE, visit www.abd.net or schedule a demo to see the difference an all-in-one staffing software solution could make for your business.

Your Job Application

Your OnBoarding process is like your first impression on a date. You want to make a good first impression right off the bat. This starts with your application. The simpler you can make your application, the better. If the application process is cumbersome, then you can lose quality candidates right off the bat. To experiment, you can go through your job application yourself to see how long it takes and how easy it is to fill out. If you get frustrated along the way, then surely it will need to be modified.

Communication

The next step for an applicant is the interview process. There is no such thing as over communicating during this process. "The company over communicated with me during the application process" – said no one! Candidates long for strong communication with companies they are working with and often they don't receive that. By keeping them informed during the interview process, it will once again make a strong first impression and you will be a company they hope they can work for. During this step you can also see what the most convenient way is to keep in touch. Surely, phone calls will be necessary, but for some little updates a text is probably the way to go. It is a convenient form of communication and candidates will most likely see it almost instantly.

OnBoarding the Candidate

The last step before a candidate's first day is all of the onboarding materials, such as background checks, drug tests, onboarding paperwork, training, and more. Often onboarding tasks can be cumbersome, but the simpler and more convenient you can make it for a candidate the better. The most convenient way to complete some of these tasks is not going anywhere at all and completing them from the comfort of their home. Some candidates might not have a laptop or smartphone to access such documents from home, so this is something you might want to ask ahead of time and they can come in-person if necessary.

For any items that need to be completed in-person, see if you can do it all on one day to once again ensure a smooth and quick onboarding process!

3. **Check-In Texts**

Throughout the assignment, check-in texts are a great way to stay engaged with the employee. Check-in before the assignment to confirm they are all set for their first day and throughout their assignment. If you can incorporate an automated tool for this, such as Sense®, it will save a ton of time. Through automation, once an assignment starts, you can schedule automated check-in texts to go out to candidates. This lets them know you are thinking of them and genuinely care. Candidates like to work for people they can trust. Check-in texts can build a relationship with the candidate they might not receive anywhere else.

In one of the latest American Staffing Association's Staffing Success magazines, it was noted that light industrial typically has a 50% loss ratio, meaning 50% of people either get fired or quit before the assignment is done. This stat makes check-in texts even more important, especially for light industrial. If you can sense an employee isn't happy, you can try to help the situation before they up and leave the assignment.

You can also think about sending a check-in text as their assignment is coming towards an end. Send a text to remind them to check your current opportunities or better yet, you can push out opportunities for them to accept on the spot.

Congratulate and Give Accolades

If you heard good things about the candidate during their assignment, take the time to send a text congratulating them. Recognizing the employee for their work will give them a confidence boost and increase their happiness with the job. When someone feels a sense of success in their job, they will enjoy what they are doing even more. It will also inspire them to work harder as they want to continue to do a good job. A small moment to recognize an employee can go a long way!

4. Know Their Career Aspirations

Contract employees also have career aspirations. Often though it's not a conversation that takes place. Knowing if your contract employees have specific career aspirations can help you take them to the next level. If an employee feels like they can't grow with your staffing agency, then they will leave. On the upside though, if you are aware of their career aspirations, they might feel like their best opportunity is to stay with your staffing agency as you already know them, have built a trusted relationship, and understand where they want to go.

Additionally, as we have touched on a few times already, a big part of retention is placing candidates on their next assignment when the current one ends. Do you think they are ready for the next stage in their career? If so, do you have an opportunity for them that matches what they are looking for? If you can find them their "dream opportunity" before their current assignment ends, they won't want to leave!

5. Understand Why Employees Leave

While we wish we could keep all employees that begin working for us, it's inevitable that some will always leave. There is a lot of knowledge that can be gained though by *knowing* why employees leave. Did they not like their assignment? Did they not enjoy the process with your staffing agency? Did they find a better opportunity somewhere else? Track the reasons employees leave to see if there is a common theme. If there is, are there steps you can take to prevent more employees from leaving?

A New Future with Contract Employees

Retaining contract employees can help drive growth for your staffing agency. The time and costs associated with finding new candidates can be eliminated. Your quality of hire can also increase. You know the employees that are working for you, so there will be no surprises. The candidates will also be easy to sell to the client if you have experience working with them. Retaining contract employees is a win for many—you, your clients, and the employee. By focusing on ways to improve the employee experience, you will be able to build a strong long-lasting relationship with your contract employees.

Read more from Jennifer Roeslmeier Mikels

How the Fastest Agencies Fill Jobs Before their Competitors Even React

By Lynn Connor

Staffing success is all about quality candidates and *speed*. Staffing agencies are highly competitive and those that move quickly don't just win—they fill jobs before competitors even react. That's why understanding how staffing agencies fill jobs faster is essential to staying ahead. The secret? Smarter, more efficient candidate screening.

The average time to fill a position in the United States is around 44 days, according to a survey conducted by SHRM. However, this average can vary significantly depending on several factors, such as industry, location, and the type of position being filled. Other sources report a slightly different average of 35 days.

Staffing agencies are typically faster at filling open roles. Especially high volume roles that staffing companies work on a daily basis to keep their pipeline filled for contracted clients. Madison Resources shares that temporary roles are filled between 1-15 days and high skilled and permanent positions are 30-60 days on average.

The Screening Bottleneck That Slows Agencies Down

Even with job orders flowing in, many staffing firms hit the same roadblock: the resume and candidate screening process. Every open position draws dozens—or even hundreds—of applicants. Without the right tools, recruiters spend hours manually sorting resumes, calling candidates, and trying to figure out who's qualified.

That delay can cost you a placement.

A staffing software changes the game by helping staffing agencies automate, streamline, and simplify every step of the candidate screening process. From powerful search filters to real-world performance history, a software like COATS lets your team move faster without sacrificing quality.

1. Find Qualified Talent Instantly with Targeted Search

COATS Software allows recruiters to search across your entire candidate database using skills, certifications, experience, and more. Whether you need a forklift-certified warehouse worker or a bilingual administrative assistant with QuickBooks skills the right staffing software will help you find them in seconds.

This is how staffing agencies fill jobs faster—with smart search tools that surface the right candidates instantly, even for last-minute orders.

2. Use Tags and Status Codes to Screen Smarter

Internal tags and status codes help recruiters identify and organize candidates quickly. For example:

NER = Not Eligible for Rehire
CON = Confirmed for a job
INT = Interviewed
REJ = Rejected
PEN = Pending
ACC = Accepted
FIN = Finished

These codes save time by helping recruiters avoid duplicate outreach, prevent bad rehires, and highlight top performers instantly. When working with shared clients or across branches, these labels keep the whole team aligned.

With the right software, recruiters can store notes and client feedback within each assignment record, helping track satisfaction and improve future placements.

3. Filter Candidates by Availability and Fit

Don't just match skills—filter by availability, shift preferences, location, and candidate status. This ensures you're only contacting candidates who are ready and eligible to work. That means fewer dead-end conversations and faster confirmations.

4. Boost Team Collaboration with Ratings and Notes

Consistency across recruiters is critical, especially when speed matters. COATS includes tools to score candidates on reliability, communication, and job fit—plus quick-access voice-to-text notes. Recruiters can share insights and feedback in one place, helping teams build stronger shortlists without starting from scratch each time.

5. Go Beyond the Resume with Real-World Performance

Resumes don't always tell the full story—especially for high-volume or industrial roles. COATS ties each candidate to real job outcomes, like:

Past placements
Attendance records
Client satisfaction
Assignment duration
Pay history

This gives recruiters insight into how someone actually performs on the job, not just how they look on paper.

The Result: Faster Hires, Better Matches, Happier Clients

By streamlining every step of screening, recruiters spend less time chasing candidates and more time placing them. The result?

Jobs filled before the competition catches up
Better-quality matches
Happier clients
Stronger recruiter productivity

If you're looking for how staffing agencies fill jobs faster, the answer isn't more job boards—it's smarter software.

Ready to Outpace the Competition?

Learn how COATS Staffing Software can help your team move faster and place smarter. Schedule a personalized demo today at coatssql.com or call 1-800-888-5894.

Owner's Outlook

Track What Matters And Raise The Bar

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!

Many Staffing and Recruiting Firm owners tell me they're frustrated by inconsistent performance. Some team members are exceeding goals, while others stall out with no clear explanation. What's the difference? In most cases it's not effort, it's accountability. Accountability starts with measurement.

If you're not setting minimum performance standards and tracking KPIs daily, you're managing in the dark. You may celebrate a placement or landing a new client, but without knowing what actions led to that success, you can't replicate it or scale it.

The firms that grow in all markets are those that know their numbers, set clear expectations, and coach to both activity and outcome. Here's how to get there.

Why Metrics Matter

You've heard the phrase: *"What gets measured gets focused on."* That's more than a saying, it's a strategy.

When you measure KPIs and ratios, you:

· Identify slumps before they affect your bottom line.
· Spot overachievers who can mentor others.
· Understand which parts of your process need refinement.
· Set realistic goals tied to actual performance data.

Without this insight, you're guessing instead of leading.

Start by measuring the **actions** that generate results, not just the outcomes. Here are the most important ratios to track on both the candidate and client side of your business:

Recruiting KPIs:

· Recruiting Call to Hit – Did the outreach lead to engagement?
· Hit to Interview – Are candidates serious and qualified?
· Interview to POEJO – Are you identifying talent worthy of open roles?
· POEJO to Send-Out – How many presentations result in interviews?
· Send-Out to Placement – Your most critical performance ratio.

Client Development KPIs:

· Marketing Call to Job Order – Is your messaging converting?
· Presentation to Send-Out – Are you matching well enough to book interviews?
· Job Order to Fill – Are you working on fillable business?

For Temp or Contract teams, measure slightly differently but with the same goal: clear visibility into *what actions are working.*

Performance Standards that Empower

Tracking is just the start. To create real change, tie these metrics to individual income goals and reverse-engineer the activity needed to get there.

Review stats after 90 days, adjust for skill development, and help each team member set personalized daily and weekly benchmarks. It's not about counting the number of calls made. It's about defining *what needs to happen* for success to occur and making sure everyone knows what that looks like.

Implementing Accountability That Works

If you want a culture of consistency, you must do three things:

1. Set the standard – Use data to define what "good" looks like.
2. Coach to the gap – Help each employee improve where they fall short.
3. Measure progress – Celebrate growth and correct course regularly.

This removes ambiguity and builds confidence. People stop asking, "*Am I doing enough*?" and start focusing on the daily actions they can control.

The added bonus? Your team's anxiety goes down because they have clarity, direction, and momentum.

Ready to Make This Work in Your Office?
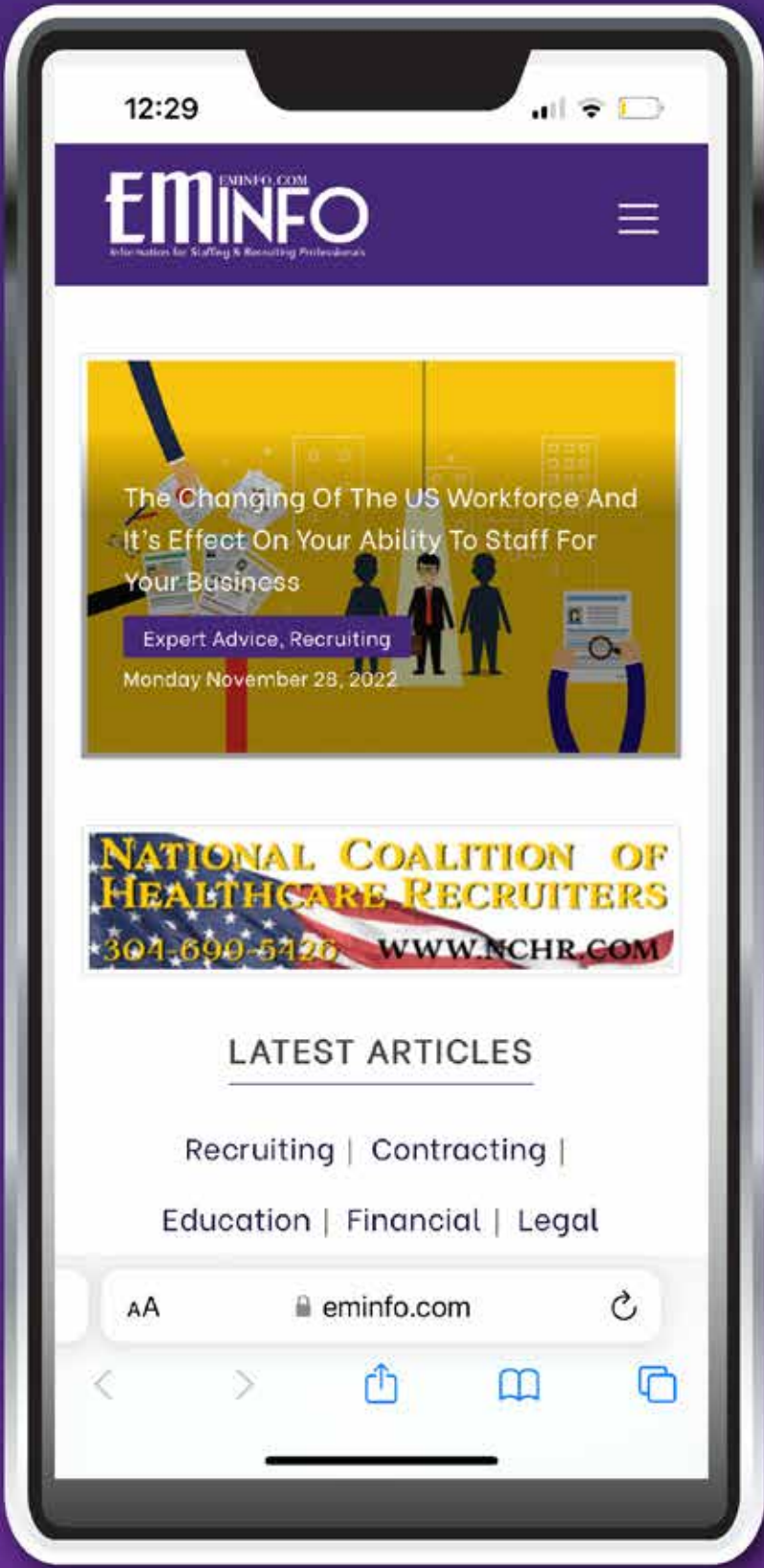
You can grow without tracking. But you won't grow predictably or sustainably.

If you're ready to eliminate slumps, improve accountability, and finally create a team that consistently hits or surpasses goals, we can help. Our proven training systems equip your employees with the structure, mindset, and strategies to succeed week after week.

☐ **Contact Jodi at 219-613-7367** to learn how we can help you implement a results-driven system tailored to your firm's goals.

Learn more about **Barb Bruno**

JUST ASK Judy

Bring Home the Pharma Jobs

Bringing the manufacturing of pharmaceuticals back to the United States will result in better products, more jobs, and less dependency on foreign countries. The market size of the pharmaceutical business in 2023 was 602 billion US dollars and expected to grow to over 1,000 billion by 2033. This growth will open a wide range of jobs for the US labor pool. With the multiple facets of R & D, manufacturing, distribution, and administration, it is time to reinvest time and energy to bring the best US talent to the world market.

The drugs manufactured by the pharmaceutical companies aim to diagnose, cure, treat, and or prevent diseases. According to *Drugdiscoverytreads. com*, Merck & Co is the top pharma company with approximately $64 billion in FY2024 revenue. Corporate offices are located in Rahway, NJ, Merck employs close to 75,000 people worldwide. In 2024, Merck spent $17 billion in R & D expenses alone. Pfizer maintains a close second place with $63 billion in FY2024 revenue. Pfizer global headquarters are in New York, NY., while manufacturing drugs across the US including Michigan, Kansas, and North Carolina. An average Pfizer employee earns around $120,000 annually. Entry level jobs in manufacturing start as low as $16.94 per hour. Rounding out the top five pharmaceutical companies include Johnson and Johnson, also located in NJ, with approximately $57 billion in revenue, AbbVie, located in North Chicago, IL, with $56 billion in revenue, and AstraZeneca with revenues of $54 billion with US headquarters in Wilmington, Delaware. Posted by I*ndustrySelect* on February 6, 2025, there were 1,296 pharmaceutical manufacturers in the US, with approximately 220,769 employees. This number is likely to grow as more incentives are being made to bring manufacturing of pharmaceuticals back to the US. As of July 2025, the average annual salary of employees working at US pharmaceutical companies is a little over $96,000 ranging from $85.000 to $109,000 or $46.00 per hour.

Employee job titles of large healthcare and pharma companies cover a wide range from traditional drug manufacturing, biotech innovation, clinical services, to retail pharmacy sales representatives and more. Each of these jobs offers room for recruiters to expand and grow their business.

- · Regulatory Affairs Specialist – ensures pharmaceutical products meet government requirements.
- · Quality Control Analyst – verify products meet quality and safety standards.
- · Biostatistician – design and analyze clinical trials.
- · Process Development Scientist - design and scale manufacturing processes for pharmaceutical products.
- · Manufacturing Technician – operates equipment for medication production.
- · Medical Writer – creates content that gives scientific information to various audiences.

With the increasing emphasis on applying AI in the workplace, we are likely to see a change in some roles such as data entry and processing, early drug screening and discovery focusing on research, routine aspects of monitoring data collection, and quality checks of the production processes. Jobs that will evolve and remain are clinical research interpreting outputs and validating findings, marketing and building client relationships and brand importance, and human oversight for managing risks, making strategic decisions, and adapting to new emergencies. With the new push to return pharmaceutical responsibilities back to the US, it could open up an opportunity to expand into a new market.

Among the pharmaceutical companies announcing new investment in US-based manufacturing there are some big players:

- · Eli Lilly - $27 billion investment in four new production facilities across the US
- · AstraZeneca - $50 billion investment in expansion of existing manufacturing plant capacity in various states
- · Biogen - $2 billion investment in existing plant capacity in North Carolina
- · Merck - $9 billion investment in domestic operations in various states

I hope this article increases the recruiter's potential opportunities to make future placements in the expanding Pharma industry. Be ready to offer your services to companies that are supporting the research, manufacturing and distribution of pharmaceutical products and organizations that can make the right introductions to potential clients.

If you found this article helpful and interesting and would like to discuss any of these ideas, please feel free to give me a call or contact me at judy@jcsrllc.com, or visit my new website at https://www.jcsrllc.com for more information.

Read More By Judy Collins

EMINFO
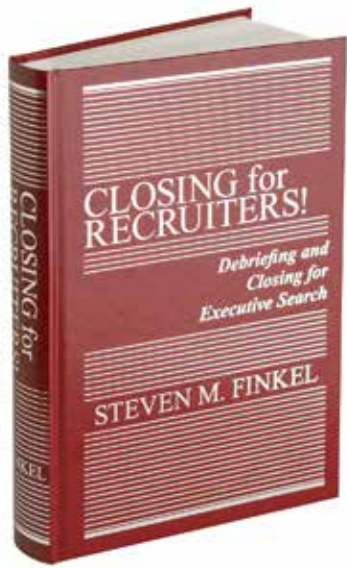
Closing for Recruiters!

When a groundbreaking book of genuinely new information appears which will increase the production of every recruiter, we feel it is important to inform our readers.

That's exactly what we have with Steve Finkel's brand-new 300+ page book Closing for Recruiters! Debriefing and Closing for Executive Search.

In today's world, many in our industry tend to focus on software programs, AI or other shiny new ideas. We forget what most of us been told by our managers when we first started – that this is a relationship business. If the best candidates refuse to proceed after a first interview or actually turn down an offer, does anything else matter? We are not paid to submit candidates; we are paid to get the best candidate to accept a fair offer. And that means closing.

The first third of this book covers maximizing results from debriefing the candidate. The material in this comprehensive section will result in many additional second interviews – and greatly improved likelihood of acceptance. Many experienced recruiters have gone on "automatic" over the years. They will benefit greatly from this unique section.

And then for the final two thirds of the book, in-depth closing techniques developed for our industry are dealt with in great specificity. Many of the things we think of as closing are simply generic closes that we try to make work. Mr. Finkel presents industry-specific script closes – dozens of them – developed for circumstances which every recruiter must deal with. There is no one in our industry who cannot significantly increase production as a direct result of this remarkable book.

Mention should also be made of what an enjoyable book this is. A 300 page what-to-do-and-how-to-do-it business book might be thought of as heavy going. That's not the case here. Broken up into 40 chapters with headings and subheadings and highlighted by the author's warm personal style, this book just flows. Steve Finkel's credentials are well known in our industry. Closing for Recruiters! is the fifth book in a series he has created, each of which covers totally different information. To order in download or hard copy, visit his website at https://www.stevefinkel.com/books/

We cannot recommend this book highly enough. It is a major contribution of original material and absolutely belongs on your desk or device. Anyone who has ever lost a fee will benefit greatly. Buy it today.

In Memorandum

Paul Hawkinson passed away on July 8th, 2025.

An excellent and recommended poem by Longfellow entitled "A Psalm of Life" speaks of what we can be reminded of from great men through the lines "and departing, leave behind us, footprints on the sands of time." It may be argued that we all do that by our interactions with others, but Paul Hawkinson did much more.

Following an extensive career in the executive search and recruiting field, he founded a newsletter entitled The Fordyce Letter which became for 35 years, the most widely read print and online publication in the entire industry. Throughout that time, as a result of his personal knowledge, wisdom and exposing others to the best business knowledge of others, the entire industry took a giant step forward as a direct result of the material presented. Untold numbers of people benefited professionally from Paul Hawkinson and The Fordyce Letter plus his several books.

"Footprints on the sands of time" does not begin to describe it. And we were personal friends for over 40 years. It was an honor to know him.
~Steve Finkel

Paul, as a person, as well as through his endeavors, offered hope, inspiration, & motivation. He did this with everyone he encountered.

He was a guiding light, a beacon of joy, with an ever-present pleasant demeanor, and always wickedly witty with written words.

I first learned about Paul around 1993 when I was with my small company I had started a few years prior. I had purchased a new software program, that promised to 'distribute your press release' to a more targeted, national audience instead of the local newspapers. While experimenting with the program, I selected a few boxes that included 'monthly publications' and "recruiting" and off it went. I had no idea if anyone would take note.

Within an hour or so I heard from some guy named Paul Hawkinson who mentioned he might be interested in the full version for his monthly newsletter. Monthly Newsletter? For recruiting? How did I not know this?

Not only did Paul publish that first article, (after a few requested edits) but we became friends and collaborated on many dozens if not 100s of articles, stories, special front cover features over the next 15 years or so.
~ Frank G. Risalvato

Reclaim Your Time -
End the No-Show Nightmare

QUESTION: How do you avoid candidate interview no-shows? I had 2 out of 3 no-shows for a new client, and it is making me look bad.

Setting Rigid Expectations with Candidates

Based on that question, are you setting rigid expectations with that candidate from the very start of the interview? Generally, I go through a whole candidate assessment in really rudimentary steps. I determine if they are interested. They appear to be interested. I go through an entire series of expectations.

Establishing Candidate Commitment

It is okay to say no until you say yes. You can say that I am not interested in the company right now, Mike. No harm, no foul. You can say, Mike, no, I do not want to go on the interview. If I call you in a couple of days, you can say no, I do not want to go to the second interview. No, I do not want to go to the final, or no, I do not want to take the offer.

Until you say yes to a step, if you say yes – and I know stuff happens – can we agree that we are in integrity and that you will go to the interview and the second? You might hear things in the first interview and go, no, I do not want to go to the second. Totally okay. Just be straight with me. You might hear things in the final interview and go, no, I am not even going to entertain that offer, I do not want to work there. Or maybe you get to the offer and they make you a bad offer. You can say, no, I do not want the offer.

You can say no until you say yes to that step. Can we agree on that? Can we agree?

Handling Common Excuses for No-Shows

I know stuff happens. I've been a recruiter for a long time. It's amazing how many flat tires there were, especially when we were doing face-to-face interviews. I have heard every reason after the fact why a candidate couldn't show up to an interview, whether the internet was down that day, your phone was dead, or you had the wrong number. Just be straight with me. Based on our conversation today about this opportunity and where you want to go, I see alignment here.

If I get it set up, (1) not only will you agree to go, and feel free to come up with more questions after we get off the phone, and (2) as a courtesy to the employer, that you show up. If stuff happens, here is the easiest way to get a hold of me, whatever it is for you as a recruiter. Promise me you will let me know if you will not attend.

Prepping Candidates for Success

For every candidate we set up, we would have a 5 to 15-minute prep the day before. It was always about – especially if it was a client I had worked with – here are the personalities you are going to meet with, here is what each person's agenda is, here are some of the things they are going to ask you, just to be ready with the parts of your background that are ready.

Ask Coach Mike

The [interview](#) is tomorrow at 1 o'clock. It is going to be over Zoom with one individual, Joe Blow. Joe Blow's agenda is this. I want to ensure you are good for tomorrow at 1:00. It usually takes an hour. I would plan an hour and 15 minutes on my calendar to be safe for that first meeting. Again, I constantly ask, have I got your commitment that you will be there?

That took minimal effort compared to explaining to the client why your candidate never showed up. Does everything work 100%? Of course not. No employer will ever hold it against you if they are a good client of yours and you have ten openings over a couple of years, and you have 1 or 2 no-shows over all those interviews. But if it is like this, 2 out of 3, it is generally an expectation problem.

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

1. **Grab a free copy of my Retainer Blueprint**
It's the exact, step-by-step process of getting clients to give you money upfront. https://get.therecruiteru.com/lm

2. **Join the Recruiter Think Tank** and connect with firm owners who are scaling, too. It's our Facebook community where smart recruiters learn to make more money and get more freedom. https://www.facebook.com/groups/there…

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

4. **Work with me and my team privately**
And if you ever want to get some 1:1 help, we can jump on the phone for a quick call and brainstorm how to get you more leads, more placements, and more time. https://get.therecruiteru.com/scale-now

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

Visit [TheRecruiterU.com](#) for our FREE video series, "How to Double Your Placements in 121 Days or Less".
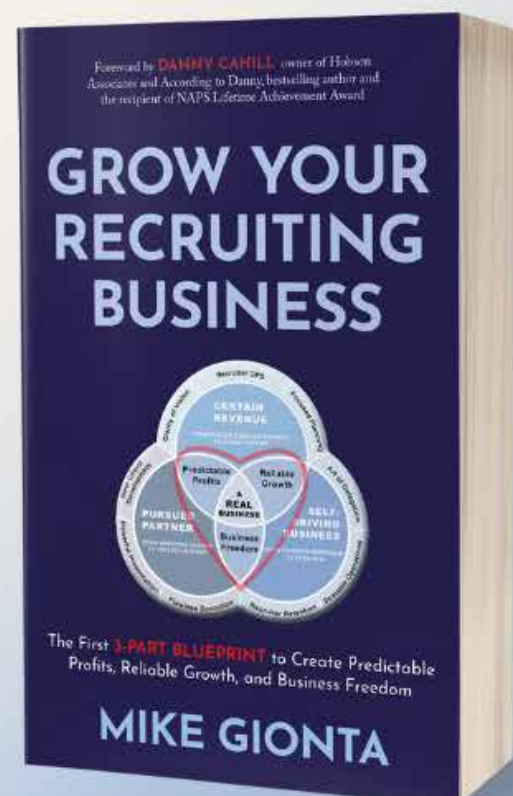
Looking for help engineering your one to three year vision? Email me at mikeg@therecruiteru.com and we can have a quick chat to see if or how we can help.

Do Less With Moore

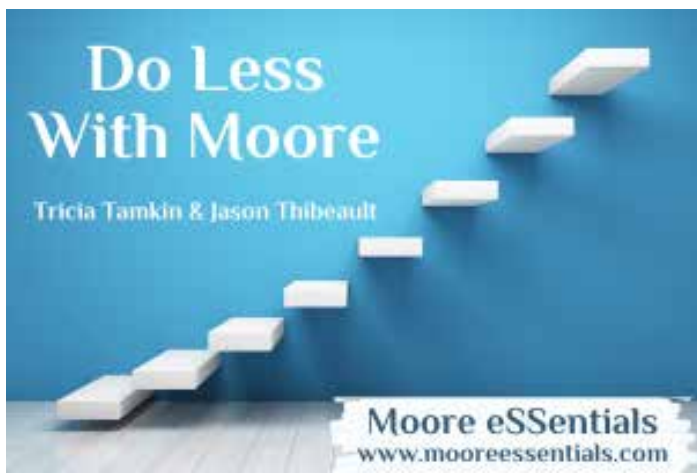Tricia Tamkin & Jason Thibeault

Moore eSSentials
www.mooreessentials.com

by Tricia Tamkin

Success Needs Spaciousness

I can over plan with the best of them. Daily plan, weekly plan, monthly plan, and a yearly plan. All the plans. I live in my calendar and MSTD. I often feel like Jed Bartlett asking, "What's next?"

Something we rarely discuss but need to accept… not every good thing in our business needs to be engineered.

We've all had it happen. You don't feel like making calls, but you force yourself to do it. Seemingly out of nowhere, you have an amazing call that changes the trajectory of the day, week, month, or even year.

It's sorta like when they tell you the best way to find love is not to look for it. Sometimes, when we stop trying so hard on our desks, things have room to fall into place and surprise us.

You're on the phone with a candidate you can't use, and they casually mention they're building out a new division and have no recruiting support. You're listening to a hiring manager complain about internal politics, and it changes how you prep all your candidates moving forward. Maybe a search falls off at the offer, but you celebrate anyway with the candidate, and they give you openings at their new company.

These aren't feel-good moments, they're signals. Inflection points. And they don't come when you force things, they come from spaciousness.

Are you leaving enough openings in your day for things like this to happen?

As a master of efficiency and productivity, I'm telling you to slow down a bit and see what shows up for you. I promise you won't be disappointed.
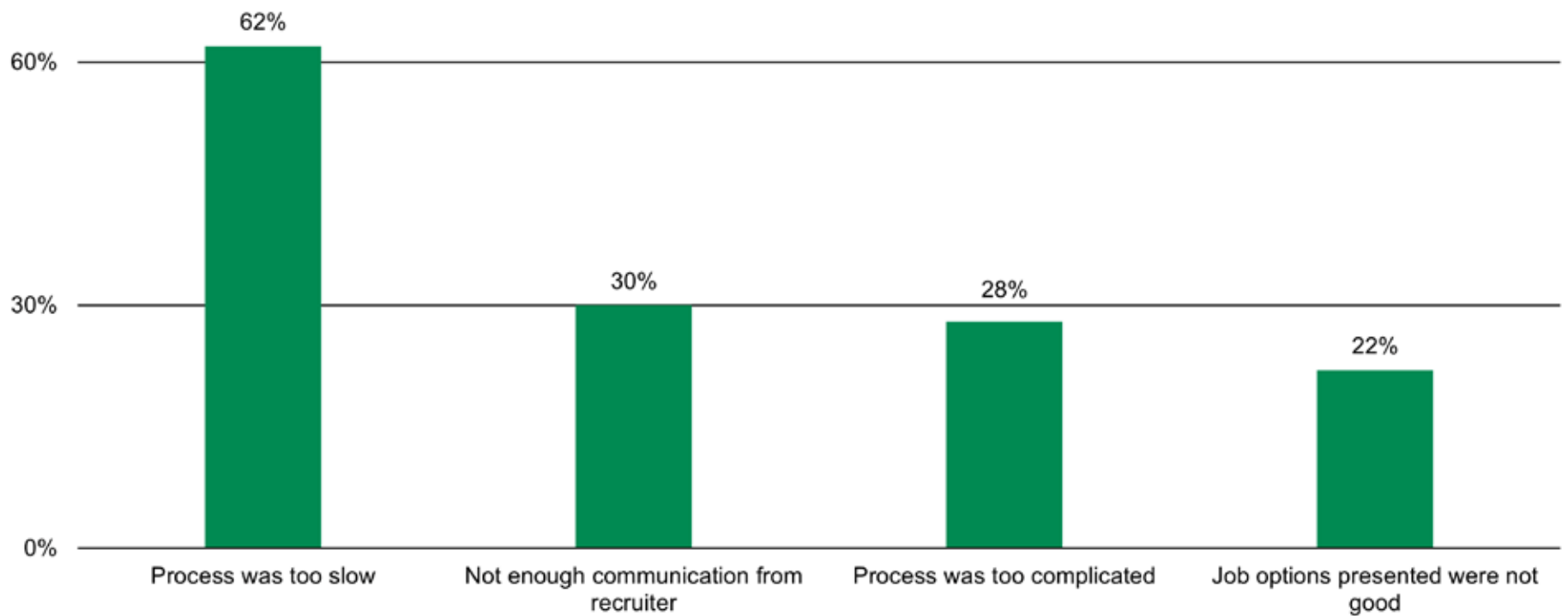
Why Candidates Give Up Working With a Staffing Firm

Bar chart showing percentages:
- Process was too slow: 62%
- Not enough communication from recruiter: 30%
- Process was too complicated: 28%
- Job options presented were not good: 22%

Data source: Bullhorn

altLINE
THE SOUTHERN BANK COMPANY

LiveCareer Report: 59% of U.S. Workers Feel Uneasy Taking Time Off

New survey shows workplace culture, not policy, is the biggest barrier to using earned PTO

A new study from LiveCareer®, a resume building service, uncovered concerning workplace cultures making people less likely to use the paid time off (PTO) they have earned. According to LiveCareer's PTO Culture Crisis report of more than 1,000 employed U.S. workers, 59% say they feel some form of anxiety when it comes to taking time off, even though 45% receive more than two weeks of PTO per year.

Key Takeaways:

Toxic workplace norms restrict vacations: 1 in 3 workers (33%) feel pressure not to use all their PTO, and 9% say their employer actively discourages time off.

▪ Fear and guilt still dominate time-off decisions: 59% of workers have anxiety about taking PTO. Top concerns include work piling up, missing out on opportunities, and being perceived as less committed.

▪ Workload undermines policy: 49% report their company says it supports vacation, but workloads make taking time off unrealistic.

▪ PTO is earned but not used: While 45% receive more than 2 weeks off annually, 52% plan to take less than one week this summer.

▪ Leadership sets the tone: 20% are less likely to take time off if their manager doesn't take vacation.

▪ Workers want support: Employees would feel more confident taking time off if they had better financial stability (51%), coverage for their work (25%), and supportive leadership (18%).

Why Workers Hesitate to Take PTO

For many workers, taking time off isn't as simple as requesting vacation days. Underlying anxieties tied to workload, perception, and job security often stand in the way of using earned time off. The top concerns include:

▪ Work will pile up while I'm gone – 19%

▪ I'll miss something important or lose an opportunity – 19%

▪ People will see me as less committed – 12%

▪ I'll get laid off or replaced – 8%

▪ Pressure to Not Use PTO

While many workers report feeling at ease when taking time off, nearly half (42%) still face subtle or overt pressure when trying to use their earned PTO.

▪ Feel pressure to not use all PTO accrued – 33%

▪ Workplace actively discourages using all PTO earned – 9%

Company Culture Undermines PTO

Many employers claim to support taking time off, but behind the messaging, workplace realities often tell a different story. For more than half of workers, unmanageable workloads and mixed messages from leadership make it difficult to truly disconnect.

▪ Company says vacation is supported, but workload makes it difficult to take – 49%

▪ Employer discourages vacation in subtle, indirect ways – 6%

▪ Taking vacation is explicitly discouraged – 2%

Additionally, company leadership sets the tone for vacation behavior. One in five workers (20%) say they're less likely to take time off when their manager or leadership rarely does.

The Vacation Gap: What Workers Get vs. What They Take

Nearly half of employees surveyed (45%) receive PTO packages longer than two weeks, but many plan to take only a fraction of that time off this summer. The data reveals a clear misalignment between vacation days available and what's actually used.

Length of Planned Summer Vacation:

▪ A weekend getaway (1–3 days) – 16%

▪ A short break (4–6 days) – 31%

▪ A full week – 33%

▪ More than one week – 21%

Amount of PTO Received Per Year:

▪ Unlimited – 9%

▪ 21+ days – 20%

▪ 11–15 days – 16%

▪ 6–10 days – 14%

▪ 1–5 days – 11%

▪ None – 18%

What Workers Need to Feel Confident Taking Time Off

To overcome the fear, guilt, and pressure surrounding PTO, workers say they need more than just a policy, they need meaningful support from their employer. From financial stability to better work coverage while on PTO, these are the top factors that would make employees feel more confident requesting time off:

▪ Better financial stability – 51%

▪ More PTO – 26%

▪ Backup or coverage for their work – 25%

▪ Mental health days built into benefits – 18%

▪ Supportive managers and leadership – 18%

▪ Less fear of layoffs – 12%

▪ Clearer company policies on time off – 7%

"It's great to see that so many professionals have PTO plans that allow for adequate time away from the office, but these vacation benefits become a hollow perk if people don't feel comfortable cashing in their time off," said Toni Frana, career expert at LiveCareer. "Poor workplace culture and a lack of support are the main culprits. Employers need to empower their employees to set aside time to relax and recharge."

For more information, please visit https://www.livecareer.com/resources/pto-culture-crisis or contact Elizabeth Buccianti, senior manager, public relations, at elizabeth.buccianti@bold.com.

Methodology

The findings presented in this report are based on a nationally representative survey conducted by LiveCareer using Pollfish on May 7, 2025. The survey collected responses from 1,003 U.S. workers currently employed and explored their experiences with employer support for taking PTO, comfort level using accrued PTO, and factors that prevent taking time away from work. They answered different types of questions, including yes/no, open-ended, scale-based questions where respondents indicated their level of agreement with statements, and multiple-choice where they could select from a list of provided options. Participants represented a broad cross-section of the working population in terms of gender and age. The sample included 54% male respondents (540) and 46% female respondents (463). Age-wise, the distribution was also balanced: 19% were aged 18–27 (Gen Z), 27% were aged 28–43 (Millennials), 27% were aged 44–60 (Gen X), and 27% were aged 61–79 (Baby Boomers). All participants were screened to ensure they were currently residing in the U.S. and actively employed at the time of the survey. The data collection adhered to Pollfish's quality control standards to ensure the accuracy and reliability of the results.

Letter From The Editor

Don't miss out!

Summer school is over and people have been traveling the highways to places that give them some satisfaction or relief. How ever you choose to find some time off from the hustle it is always great to recharge. But now what? Back to reality and back to school for kids. Same for adults as the second half of the year can be exciting and productive. What are you doing to prepare and find new opportunities?

Judy Collins shares some insight into the pharmaceutical industry. She suggests looking into the funnels that supply some of the necessary help to keep this business moving. Retention with contract workers is key if you are in staffing. Enjoy some of the insights Jennifer provides in building trust and gaining business.

Stay in tune to the metrics your team is keeping up can help you find ways to motivate your team. Barb's article shares the key metrics in her article.

Find some team building opportunities in the office as well perhaps in a field trip? Just like our kids go back to school revisit educational opportunities by attending some good educational events. Your team will thank you. But make it optional not mandatory!

On a personal note, we will miss Paul Hawkinson, whom I met when we bought Employment Marketplace from him. Never had I met a man that was more genuine and kind. He helped us for years by continuing his support of EM.

Happy heavenly recruiting… remember in this AI world, a personal human touch is priceless...

Pat Turner

Like us on Facebook!

https://www.facebook.com/EMinfo