Helping Older Workers Navigate the Latter Career Stages

Changing your Game with Recruiting Analytics

How to Generate Recurring Revenue With Contract Placements

Are You Ready For The Temp/Contract Staffing Boom?

Are You Pouring Money Down The Drain?

Be Prepared...For Temp And Contract Placements!

Are Social Media Signals Important in your SEO Marketing Campaign
I just had the privilege of listening to Jim Durbin talk to a group of MKSSA members on sourcing thru the different social media sites and job boards. The constant changing platforms of these technologies is changing the recruiting landscape as is artificial intelligence, commonly referred to as AI. Before you get sick of listening to all the media hype on AI, remember that recruiters are human beings and a necessary component to the staffing and employment industry. You are not replaceable. However, be sure to work at your skills to make certain that your hiring clients and your MPC’s believe you to be the BEST at providing them the solutions they are looking for.

How do you do this you ask? Read, learn and continue your own skill updates continuously. The best place to find the newest tools and learn what’s changing to tools you are already using is at your local, state and national industry events.

In this issue, we have some articles on new tools that are described as the next wave of technology you will need to stay relevant. Exam them carefully and make your own decision on whether they will make the improvements to your own processes. The key is to continue to adapt but not throw away what still works.

We hope that your 4th quarter exceeds all expectations for you and your team!

Happy Recruiting….

Pat Turner
Editor
"If you had a better list, how much better would your business be? We don't know our markets as well as we think! It is constantly changing." ~Jim Durbin, social media headhunter, Recruiting worklab

Jim Durbin presented on LinkedIn Sourcing and AI in both KC and STL for MKSSA members. He delivered actionable content to a packed room.

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*Before the Great Recession (2007-2009) affected retirement planning, those reporting they retired before the recession averaged 57 years of age. Following the recession the age was 62. pg 5

*In Recruiting we can measure how good you are at planning, recruiting, marketing, matching skills, quality of your clients, the quality of your searches and all your batting averages. pg 7

*To be successful, you need to create content that is authentic and avoid publishing ghostwritten content that is off-brand or doesn’t meet the expectation of your readers. pg 9

*Your candidates are your firm’s inventory. Just like any business, you want to get as much value out of your inventory as possible. The primary definition of recruiting is making an introduction between two individuals who are poorly trained to interview. pg 10

*SIA just announced US staffing market predicted to grow 3% in 2018 to $126.8 billion. Total US staffing market — which includes temporary staffing as well as place and search — will rise by 3% both this year and in 2018, bringing total revenue in the industry to $145.1 billion next year, according to a new industry forecast by Staffing Industry Analysts. pg 12

*The average VMS client with no hiring authority contact will result in a 3-5% fill rate. Where there is some hiring authority contact that can increase to 12-15%. pg 13

*Collaboration fuels creativity and promotes a strong team approach. Today’s work spaces should include many collaborative opportunities. pg 15

*Practicing how you will deal with an emergency is an important step in your pre-planning as it will increase the likelihood that your business will continue with minimal interruption in the face of calamity. pg 18

* If we want our clients to understand what we say, we need to speak their language. pg 19

*The top ¼ of sales reps typically generate 57% of a company’s new business, while the lower ¼ had a new reduction in sales. pg 21
The good news---people are living longer. The bad news for some---people are living longer. Living longer and dealing with a heap of health, economic and related challenges is not the way Baby Boomers imagined they would be spending their “golden years.” Many want to work. Others have to work. Still others want to work in ways different than in the past.

The Greying Workforce

More seniors are working today that any other time. A study conduct in 2013 by the Associated Press---NORC Center for Public Affairs Research revealed some interesting findings for workforce members 50 years of age and older:

- Before the Great Recession (2007-2009) affected retirement planning, those reporting they retired before the recession averaged 57 years of age. Following the recession the age was 62.
- Nearly half (47%) indicated they were planning to retire later than they expected at age 40. Finances, benefits, and health were cited as the reasons.
- Eight in ten (82%) who were working expected to do some form of work for compensation during retirement.
- Two in ten reported they had experienced age discrimination in the job market since turning 50.
- Approximately, half found themselves working for someone younger than them.

Unless something remarkable occurs to cause a significant reduction in the working posture of seniors, these trends and others will result in greater numbers of seniors:

- Appearing before search and staffing professionals as candidates and/or
- Representing the competition that Gen Xers and Millennials will face in their quest for career growth and mobility.

Either way, the growing number of seniors in the workforce is going to have an impact.

In my book Career Errors: Straight Talk About the Steps and Missteps of Career Development, I devote considerable attention to a stage of the career development process that I call Winding Down, Adjustment and Exit. It is a stage that is faced by all, but no longer is it as simple as reaching a certain age, attending a retirement luncheon, getting a gold watch and moving on to a rocking chair on the porch. An action of that sort is far less prevalent than it may have been in the second half of the 1900s.

Six Actions for Consideration by Older Workers

In order to facilitate the career development of women and men who have reached the winding down, adjustment and exit phase of their working lives, search and staffing professionals need to recognize that older workers may be examining six distinct, but different, schemes:
Continued Career Engagement (full-time) – This individual likes what they are doing, finds they are capable, productive and healthy and wants to continue doing what exactly what they are now doing for the foreseeable future.

Modified Career Engagement – Acknowledging that many individuals would prefer a slower, more casual transition from full-time engagement to retirement, modified career engagements are being constructed where the employee amends the working role (i.e., engineer to engineering consultant) for a defined period of time. This scheme is often viewed as a win-win for both the employee and the employer.

Modified Working Arrangement – Similar to modified career engagement, many older and experienced workers are opting for performing their established career roles according to a more flexible and less demanding schedule (i.e., hours/days worked) or an alternative type of work affiliation (i.e., telecommuting).

Career Makeover and Entrepreneurism – The employee wishing to head off in a new and different direction may find this scheme appealing as it affords them the opportunity to try something they may have wanted to do for a long time and/or creates an ownership identity they may have never experienced. New careers, however, often involve a level of knowledge acquisition, skillset development or other learning in order to become a reality. Establishing a consulting practice in an area of established expertise and competence would require less formal learning.

Contract or Temporary Employment – In this scheme the amount of work to be performed and how it will be achieved is defined by an actual contract or defined by the temporary staffing firm. Often referred to as BME (Beginning/Middle/End) work, this scheme allows the contractor or temp to control the scope and time of the commitment.

Retirement – The vision of “riding off into the sunset” may be one that is too great for some to pass up. Retirement and full exit becomes a viable strategy when the rewards and benefits of not being career-engaged outweigh the incentives offered by continued work. Senior advocacy groups like the American Association of Retired Persons (AARP) argue that the most successful retirements are those that are designed over time, thought through by all who will be impacted by the exit decision and meticulously implemented.

**ADEA on the Senior’s Side**

Search and staffing professionals must always be cognizant of the legal protections afforded older workers and applicants for employment. Should capable and competent seniors elect to work, they have a friend in the Age Discrimination in Employment Act (ADEA). This law, first enacted in 1967, protects each U.S. citizen—capable of performing their work role—from discrimination in employment or hiring as it relates to age.

Those Were the Days…

Gone are the days when a magical age arrives and everyone that age heads off toward any of a number of deserved leisure pursuits. Americans and living longer and they are working longer and going to be more likely to interface with search and staffing professionals in ways previously not experienced.

In closing the following quote by Betty White, 95 year old television actress (Mary Tyler Moore, Golden Girls, producer and game show participant seems appropriate:

“Retirement is not in my vocabulary. They are not going to get rid of me that way.”

Coming in November: Managing Stress and Anxiety in the American Workplace
Changing Your Game with Recruiting Analytics

By Jon Bartos

"In God we Trust. All others must bring Data!" W. Edward Deming

When I first got into the recruiting game, I wanted to fully understand how big billers got that way and how big offices got even bigger. Since more than 95% of the Recruiting Firms in the world stay in the 1-4 desk size – growth is a big deal. Even bigger if you have tried to grow your firm and continue to struggle. The more I researched the superstar growth owners and super star producers – the more important the role of Data Analytics or Metrics became evident.

It all comes down to this. Without a firm understanding of where you are, you will never really have a clue on how to get where you want to go. When it comes to your desk or your firm, most of the time – it’s not about making more calls or activity.

"Without Data, you are blind and deaf in the middle of a freeway.” Geoffrey Moore – author of Crossing the Chasm.

There are two ever so important things that Recruiting Data Analytics can do for you and your firm in the first 90 existences alone.

- Understand Exactly Where you Are from Performance to Goal
- Give you a Path to Achieve your Goals

Knowing your exact location or your exact situation gives some a comfortable feeling. Depending on where you are – many, not so much. Recruiting Data Analytics does this by measuring three critical types of Metrics – Activities, Results and the Magic Ratios.

Activities

Activities tell us if we have done enough work volume in a particular area to achieve our goal. Unfortunately, most managers only manage by activities – which is why Recruiting Metrics and tracking data get a bad rap. Activity is important, however the magic, the “AHA” moment and the money come from the Ratios. Yes if we put more water through a 1 inch garden hose, we can water more of our garden. However most of us today – do not want to work longer and harder. We want to do more with less. Make more placements in less time. That does not come from Activity Data.

Results

The results tell us how we did? Did we get a sendout? We did make a placement? What cash in did we have? Results are simply the end of two things. The activities we did – and how good we were at doing them. Period. The real Magic comes in the Ratios.

"Give me six hours to chop down a tree, I will spend the first four hours sharpening the axe.” Abraham Lincoln.

Magic Ratios

The most beautiful, life changing and telling of all Analytics is in the Ratios. They tell us – how good we are at doing what we do. In Recruiting we can measure how good you are at planning, recruiting, marketing, matching skills, quality of your clients, the quality of your searches and all your batting averages. The real beauty in knowing these ratios is then we can immediately change them. With training and development of course – we can change them in as little as 30 minutes. And here is how powerful Ratios are. And please write this on your forehead so you see it every morning.
Small Changes to your Magic Ratios = Huge Changes to your Billings! And many time it happens overnight. But you got to know what your ratios are. Start using Recruiting Analytics today – and join the industries top managers and billers.

As big billers & recruiting firm owners found out, the NEW RPM Mobile Dashboard is the missing link to reaching their potential.

In 2008, I invented the RPM Dashboard – an online SAAS software tool that helped owners and big billers get there faster: RPM does this for you.

Helps Owners and Recruiters Set Yearly Goals

RPM Calculates your Weekly Activities needed. RPM shows you very graphical weekly trends, speedometers, charts that show your progress to goal for individuals, teams and firms.

It then shows you a weekly report card – on things you are doing well and what areas you need help in. Then RPM Dashboard gives you the missing link. It gives you a roadmap to training and development by the industries top trainers and billers on how to improve that specific skill set.

Top industry trainers like Mike Gionta require all of his coaching clients get on the RPM Dashboard. We now have over 500 clients worldwide getting bigger and better every day by using it. In the last 30 days, we released the New RPM Mobile Dashboard – allowing our clients to input data and use the metrics counter on their Android or Apple phones.

For a limited time – we are offering EMINFO readers – 50% off with no set up fee for their first year of using the new RPM Mobile Dashboard, RPM Monthly Webinar, the Maximus Big Biller Monthly Webinar and Individual Coaching. Send me an email today to get you started. Learn more by contacting me at: jon@rpm-usa.com
One of the best tools recruiting and staffing firms can use to stand out from their competition is content marketing. For many recruiting firms both large and small, content marketing has become a central approach for establishing new relationships with clients and candidates as well as enhancing the perception of the firm’s brand. The best part is, it actually works. According to LinkedIn, companies who post at least once per week get 40% more views and 25% more clicks.

As the owner of Versique (a $16M executive search and consulting firm in Minneapolis, and sister company to Parqa), I’ve seen first-hand how content marketing can transform the brand of a recruiting firm, as it was a key tool we used to evolve from a completely unknown brand in the marketplace to one of the most recognizable and successful firms in Minnesota.

Getting started with content marketing is easy, however, mastering it requires trial and error. If you take the time to create authentic content that comes straight from the mouths of respected thought leaders and share and support the content created by your peers, you will see results.

Below, I will show you why content marketing is one of the keys to building a strong recruiting and staffing firm brand.

What is Content Marketing?
Content marketing, an aspect of Inbound Marketing, can best be thought of as “marketing with a magnet instead of a sledgehammer” according to LinkedIn. In other words, content marketing helps attract people to you instead of you having to go to them via traditional/outbound marketing methods such as cold calling.

We’re all familiar with cold calling, and while it still works, it’s not as effective as it used to be. With so much information available to clients, candidate and customers, 70% of the buyer’s journey is completed online before anyone even picks up the phone.

Your prospects are researching your firm and comparing it to your competitors right now. What will they find online about your organization? That question lies at the heart of why content marketing is so important. You may already rank #1 in the Google, but what is the point if you have no credibility to back it up once visitors land on your website?

Content Marketing Builds Client Relationships, Awareness, and Credibility
Becoming a thought leader through the strategic creation of blogs, newsletters, and salary guides is a primary way recruiting firms can build relationships, brand awareness, and credibility among clients and candidates.

To be successful, you need to create content that is authentic and avoid publishing ghostwritten content that is off-brand or doesn’t meet the expectation of your readers. Readers can easily tell when content isn’t authentic, which reflects poorly on a brand.

Just like a conversation, content helps to create awareness around your business, your services, what you can offer, and how you can help improve a client or candidate’s current situation, according to LinkedIn. Publishing that blog could be the persuasive nudge that gets a prospective candidate to pick up the phone and start working with you, or the beginning of a candidate’s journey towards applying to a listed job.

Define Your Message and Develop a Content Marketing Strategy
At Versique, content marketing has led to countless new leads, client relationships, and new opportunities, but there’s no way we’d see such great results if we didn’t take the time to create a strategy based on our target audience and core values that sets the tone for nearly everything we post.

You have to ask questions like: Who is my target audience? Am I targeting talent acquisition leaders, HR directors, or owners? What is the best channel to reach these people through? Strive to understand every facet of your audience and write your blogs with them in mind. Your message should be strong, relevant, authentic, and personable. Each post should match the vision you’ve established for your brand.

Tell an Authentic Story to Become a Thought Leader
Versique’s content, written by our top executives, always tells an authentic story that helps establish our firm as a thought leader in the industry. Through thought leadership, we’ve built our LinkedIn following from nothing to over 17K followers in just a few short years.

Prospective clients want to know why working with your company is meaningful and whether it aligns with their goals. They want to work with a company that does great work and whose values they believe in, so be sure to highlight your achievements, core values, and other positive aspects of your firm. Offer solutions, add value, and do your best to resonate with your readers. This may include things like hiring tips, industry trends, internal news, and testimonials.

Sharing, Reposting and Repurposing
Creating content is only half of the content marketing equation. The other half that is absolutely critical is making sure you share your content via LinkedIn, company pages, and social media feeds with links back to your site. Encourage employee buy-in and sharing as well. Passive talent and potential clients will encounter your brand messaging and flow of content, which builds credibility, awareness, and familiarity.

Additionally, you must make sharing and supporting the content of others a top priority. When you support what others post, they are far more likely to like and share what you post. This mutually beneficial relationship is essential to a successful content marketing.

Lastly, always think of ways to repurpose and re-post your content. If you create blogs, think of ways that you can repurpose the content for a video, infographic, or case study. Every piece of content is another chance to be found and establish credibility. If you can, find a way to track your engagement to discover which topics are most popular. This will help you refine your content marketing strategy for the future.

About Parqa:
Parqa is a digital marketing agency that specializes in the staffing industry. Having been created within a successful executive search and consulting firm, Parqa has years of experience building recruiting firm brands, attracting quality client and candidate leads, and helping their clients achieve business goals. Practice areas include: Blogging, Social Media, Search Engine Optimization, Pay-Per-Click Management, and more. Learn more.

Tony Sorensen is the Visionary of Parqa Digital Marketing Agency and Versique Executive Search & Consulting. With a career spanning nearly 20 years in the recruiting industry, he is one of the leading subject matter experts in the staffing and recruiting industry, and has spoken and contributed to publications such as NAPS (National Association of Personnel Services) National Conference, EMinfo, Star Tribune, Minneapolis/St. Paul Business Journal, Monster.com, The Fordyce Letter, and more. Tony’s mission at Parqa is to help staffing firms nationwide take their online presence to a whole new level of impact, so they may experience the same success Versique has achieved by leveraging inbound marketing practices. Learn More.
Contract staffing offers a number of ways to increase your recruiter revenue.

It can increase your sales by allowing you to offer clients a variety of staffing solutions, including traditional contract staffing, payroll, and 1099 independent contractor to W-2 employee conversions. You can also offer contract-to-direct arrangements, through which you can earn an additional conversion fee. And with contracting, you earn money for every hour your contractors work and even more when they work overtime.

There is another way contract staffing can increase your income that is often overlooked: recurring recruiter revenue. While direct placements provide a large recruiting fee in one nice lump sum, you generally can only earn that fee once per candidate. But with contracting, you have the opportunity to place the same candidate multiple times, earning your placement fee many times over.

Consider this: In a 10-year span, one recruiter placed the same programmer analyst in six separate contract assignments. Every time the contractor neared the end of an assignment, the recruiter would find out what new skills the candidate had picked up and then looked for that candidate’s next contract assignment. During this 10-year period, the recruiter earned a total of $140,515 from placing that one candidate. If he had only placed this individual once, he would have only made $20,000 to $25,000.

Your candidates are your firm’s inventory. Just like any business, you want to get as much value out of your inventory as possible. As you can see in the above example, you can make much more by renting out your inventory (contract staffing) than selling it (direct hire). If you have a quality pool of highly skilled candidates, you could be sitting on a virtual gold mine. The question is, what are you going to do with this huge asset? Are you going to use it once and walk away? Or are you going to re-invest it by placing some of your top candidates several times in contract assignments?

The perception is that it is easier to place candidates directly. But that’s not the case. In fact, placing the same person on contract assignment after contract assignment can actually be easier than placing many new candidates in direct positions. If you’ve already placed the candidate on previous contract assignments, you don’t need to conduct an extensive pre-screening when you re-assign them. All you have to do is touch base like our recruiter above did to make sure you are up-to-date on all of the candidate’s skills and experience. You will have already done the majority of your due diligence because you already have an established relationship with the contractor.

The key to making these recurring contract placements as easy and smooth as possible is to use a contract staffing back office to handle all of the financial, administrative, and legal details, including contracts with clients, payroll processing and funding, withholding state and federal taxes, benefits administration, invoicing and collections, etc. When you outsource those tasks, the process of placing contractors is nearly identical to direct hire placements. All you have to do is get the job order, find the candidate, and negotiate rates. Once you’ve done that, simply call the back office to have them handle the rest.
You may find that many candidates even prefer contract staffing over traditional direct hire jobs. Working multiple contract assignments allows them to work on a variety of assignments and pick up additional skills. They also enjoy the opportunity to travel and experience living in a different location for a period of time. If you are working with a full-service contract staffing back office, those contractors also can have access to a full menu of benefits (medical, dental, vision, life, 401k) with no gap in coverage if they are working back-to-back assignments.

There is nothing wrong with pursuing solid direct hire job orders, but when you have a quality candidate who is interested in working in recurring contract assignments, there’s no reason not to jump on the opportunity. There are plenty of companies out there that could benefit from a skilled, experienced worker to complete short-term projects or help them meet critical deadlines. By making the most of your “inventory,” you can greatly increase the income you can make from placements.

Top Echelon Contracting recently rolled out a new back office service called TEC Express. This new Express model is designed for contractors who are “office professionals” and would qualify for the Workers Compensation Code 8810 (or equivalent). The good news is that since the Express model is targeting only office professionals, TEC can pass more profit along to the recruiter!

And there’s even more good news: Top Echelon Contracting also offers a 1099 independent contractor back office service. You can now run an online quote for 1099, Express, and the Premium service level. All you have to do is visit the contract staffing portion of the Top Echelon website (www.topechelon.com/contract-staffing).

To find out more about how Top Echelon can help you make contract placements, call (330) 454-3508 and press “1” to speak with a contract staffing specialist.

Editor's Note: Founded in 1988 in Canton, Ohio, Top Echelon’s mission statement is to “help recruiters make more placements by continuously exceeding expectations.” Top Echelon started solely as a split placement network, but it has expanded over the years, growing with its customers and creating new products and services to meet the needs of those customers. Top Echelon helps recruiters make more placements through its three main products and services: Top Echelon Network, the leading split network of recruiters; Big Biller recruitment software for applicant tracking; and Top Echelon Contracting, the recruiter’s back-office solution. Visit www.topechelon.com to get started today!
Are You Ready for the Temp/Contract Staffing Boom?

By Robert Brennan

There's hardly ever been a better, or busier, time to be a recruiter in America. With a 16-year low unemployment rate and a record-high number of job openings, the demand for recruiting and staffing services is strong as this candidate driven market rolls on.

SIA just announced US staffing market predicted to grow 3% in 2018 to $126.8 billion. Total US staffing market — which includes temporary staffing as well as place and search — will rise by 3% both this year and in 2018, bringing total revenue in the industry to $145.1 billion next year, according to a new industry forecast by Staffing Industry Analysts. However, with a stronger recovery projected for place and search, the overall staffing market is likely to achieve 4% growth to reach $146.6 billion. Other positive economic factors include cutting the corporate business tax from 35% to 20%. “Despite the somewhat slower growth, the staffing market is on track to hit record size in terms of revenue in the next two years,” said Barry Asin, President of SIA. Online staffing will reach $5 billion in annual spend in 2018 from $1 billion in 2012.

Independent recruiting and staffing firms need to be prepared for the temp/contract staffing boom. If you’re not running contract/ temp in your business then you need to add it to your services so you can become a full service recruiting firm for your client base and substantially increase revenue. If you’re already running both contracting and direct hire, make sure you’ve partnered with a full service single solution back office provider who guarantees the highest profit per hour, features your brand on all forms and client and candidate communications as well as provides extensive value added services to help your business grow.

"Contracting," “contract to hire” or “contract to permanent” placement scenarios are terms that are being spoken about more and more in today’s marketplace and it’s time to get familiar with it because it’s not going away. Often times, contract to hire is pushed by many recruiting agencies because it can be more profitable than simply placing someone directly with the company and charging a percentage of their salary.

Contract staffing opportunities exist in all verticals from entry level positions, management to executive level jobs. If you think temp/contracting is only for admin or warehouse jobs then you need to take another look at the marketplace. Just like your clients see the value in outsourcing recruiting services, today’s companies are also seeing the value in outsourcing the back office services on W2’s. This is a prime time opportunity for independent recruiting and staffing firms to be ready to market contract staffing services to their new and existing clients.

The bottom line is that contract staffing is only growing, it’s extremely profitable and it’s easy to add to your current recruiting firm’s services.
Think of all the lost revenue and profits for your company when you are not filling the majority of orders, contracts and assignments written. Just imagine the impact if you filled most of the business you wrote. There are also other actions you could be taking that are also very costly.

**Primary Reasons So Much Business Is Going Unfilled**

1. **Lack of pertinent information**

   When orders, contracts or assignments are written you must clarify the following:
   - Target date to fill
   - Any internal or front runner candidates
   - What is missing in candidates interviewed to date
   - Problem that exists as a result of this opening
   - Companies or candidates they prefer for you to target
   - Interview times
   - Alternate person to confirm interviews

2. **Writing bad business**

   Bad business would include:
   - Mission impossible
   - Specs far surpass salary offered
   - Business outside your niche or geographic areas
   - Business from clients who interview but never hire
   - Business from low margin or low fee clients
   - Business from companies with a very bad reputation
   - Long hiring processes
   - Jobs that have been open for an extended period of time

3. **VMS clients**

   There are great VMS clients and then there are those that are a waste of your time. You need to track efforts vs. rewards. The average VMS client with no hiring authority contact will result in a 3-5% fill rate. Where there is some hiring authority contact that can increase to 12-15%.
Obviously non-VMS clients have a much higher fill rate. You are often graded on submits vs. fills but must know what titles are your sweet spot. Focus on filling those pipelines in advance to increase the number of fills as well as the number of submits.

4. No circle of influence in a geographic area

If you are placing in another geographic area you need a minimum of 5-6 clients in order to establish a circle of influence where you can utilize your clients as well as your candidates. Working an order in a geographic area where you have no contacts often results in an order not being filled because you are at a disadvantage with no established network.

5. You are one of many vendors

You need to elevate yourself from vendor to consultant to trusted advisor to friend. When you are one of many vendors with no established client relationships, you have greatly diminished your capability to fill orders written.

Guidance You Must Provide for Your Recruiting and Sales Team

You must know your best business by conducting revenue modeling for the past two years. Share this information with your sales and recruiting teams.

- 85% of the recruiting efforts should fill the pipelines with titles you place
- 85% of sales efforts should write orders, contracts or assignments representing your best business
- Clients developed should mirror your current best clients
- Limit the number of titles and geographic areas targeted

You must guide your team to write a LinkedIn profile that is keyword rich for words that are searched and reflect their specialty. Their LinkedIn profile should be a mini sales page vs. a regurgitation of their resume.

Their recommendations on LinkedIn must also prove their skills in areas most important to your current and prospective clients.

Seven Areas That Could Be Decreasing Your Sales and Profits

1. Working low margin, low fee business

In this competitive market, there is no logical reason to work low margin or low fee business, unless you are doing high volume fills with a VMS client. If you negotiated lower rates for established clients you must go back and renegotiate their rates, explaining that they are at a competitive disadvantage.

2. Signing company fee agreements

These agreements are not written in your favor and often ask for refunds and literally no guarantee or ownership of your candidates. You must read them carefully and cross out and initial deal breakers. If they will not negotiate, walk away.

3. Negotiating your rates for high volume orders, contracts or assignments

Never negotiate your rates for high volume orders. Consider discounting high volume fills.

4. Retaining employees who are not making your money

Your sales and recruiting team must be profitable or you need to put them on probation. Provide them with a performance plan that you create to help them turn things around.

5. Not having your recruiters recruit vs. using job boards

Stop spending a fortune on job boards and teach your recruiters how to recruit, network and increase referred candidates.

6. Erasing goals

Never erase a goal. Add the unattained production to the following month’s goals.

7. Not reviewing your vendors

Annually have a non-revenue generator in your office review your vendors and bonus this person on savings for the following year.

Follow this advice and you will stop pouring money down the drain.
Statistics reveal that almost 30% of an average lifetime is spent at work. In daily terms, time at work equates to approximately 50% of your waking hours during a given workday. In view of that it's pretty important that the time people spend in a workplace translate into value for employees and companies.

A company culture is reflected very clearly in the office environment. Workspaces today are really a business tool. According to Harvard Business Review, placement of teams, open office layouts and collaborative areas are all space concerns that businesses strive for. The key element is to keep an even balance between social spaces and quiet work areas where individuals can concentrate.

Our company recently moved and renovated our entire workspace. The layout, furniture, work areas and work tools were all very carefully architected and chosen. Elements down to the fabric in the chairs and carpeting plus the intermingled colors throughout the space were considered. There were months of planning with the architects, builder, designer and furniture rep. Every little detail factored into what was to be a cultural branding that would represent employees, business core values and customer expectations.

Obviously, the goal of a good office is reflected in production. Companies are finding that smart use of technology, meeting spaces and individual work areas boost employee happiness and retention. Collectively, this by default leads to happy customers and more business.

As with all business matters, an office design is a major investment in time and money that will over time bring back revenue to the company. Employee happiness and work satisfaction is very important because work teams in an organization can either “make or break” the business.

Constant employee turnover means retraining and downtime to re-hire. The attraction of high quality employees with personal high-performance goals is always a positive thing.

Where do you begin? One of the best ways to start is to engage an architect and designer that reflects your tastes and goals. We chose an architect that managed the entire project for us which included buildout, office design and furniture selection. Interview two or three teams and ask them to put together drawings for your plan as well as portfolio samples of work they have completed for other clients. They should be asking you a multitude of questions in order to acquire knowledge about your end goal with the new environment. They should find out how you work and what areas you would like to improve. They have professional knowledge and help make recommendations that you would never have known about on your own. Choose an office improvement team that has compatibility with your goals and has designed similar spaces.

It was very important for us to have a large, state-of-the art work café for employees to eat and be able to work in. We wanted that space to be somewhere that employees could go to enjoy a cup of coffee and grab their laptop to work on a project in a relaxing atmosphere at any time. That café would have the latest in appliances, including a beverage cooler and a wide screen television to project projects or watch TV during lunch. We wanted counter stool seating as well as lower tables and chairs. A lot of counter space was important because we supply fruit and other snacks that are readily available for consumption. We also wanted an open ceiling concept.

Collaboration fuels creativity and promotes a strong team approach. Today’s work spaces should include many collaborative opportunities. In our space, we included a “huddle room” that allows a few people to get together in a small team environment away from the rest of the office. It features a full wall that acts as a whiteboard. Not only is this handy, but it adds an element of fun to purpose.

Open work areas with lots of light was very important to us. Every team member in our office has access to a window. We also wanted team members to be able to pull up a chair and talk to other team members. To encourage the convenience of “visiting” another work area, we sprinkled several “hello chairs” throughout the open areas which make it very easy to pull up a chair.
and “stop and chat”. We have always been very team oriented so this fit into our model very comfortably. Also in the open space are lounge areas that feature a comfortable chair with an arm table that a drink or laptop can be placed. These are useful for employees to work in and offer a change of scenery from their desk.

Sit/stand desks were a crucial choice that employees very much enjoy. To be able to stand or sit and work adds variety and offers strong health benefits. We chose one of the Herman Miller lines. These desks have been one of the best decisions we made related to the new space. We chose electronic for ease of use. This workstation option will add quite a bit to the cost but is well worth the investment. Everyone uses them!

Lighting choices make a huge difference. We filtered different styles into the various areas which add variety and interest. For energy conservation, our lights can be dimmed and will turn off when it is sensed that no one is in the room for 30 minutes. You can set the time limit. Lights turn back on when you re-enter.

For technology, strong WIFI was another critical component along with multiple large screen TV’s throughout the space used for presentations and collaboration. We also have two large wide screen monitors on mobile arms that adjust at every desk with good wire management. Our cloud based phone system has many advantages especially when an employee is working remote. We simply transfer the call as if they were in the office.

Our conference room has additional bench seating along the window because we sometimes have large ad-hoc meetings. This accommodates the overflow and offers comfortable seating for everyone. We invested in ergonomically adjustable office chairs for every employee. Each employee went through “chair training” by our Herman Miller rep so that they could learn how to adjust their chair for a customized and healthy setting.

The biggest change we made was glass walls in every area. All executive offices have clear glass walls, even workspaces that separate teams are divided by glass for an inviting and inclusive look and feel. The work café, conference room and huddle room feature glass walls. We want to enable people to work spatially, collaboratively and creatively. Everyone is very open with one another and enjoys the ability to share ideas. Executives are part of work teams so we did not want any solid walls separating them from their teams.

As a result of these changes our workspace is happy, productive and inviting. So far it has worked out very well. People who used to eat at their desks are now socializing in the work café. We love when clients visit so they can see how we work! Our classroom for clients also has improvements with large screen TV’s, phone chargers at every table and comfortable, colorful chairs. The instructor also has a sit/stand workstation in the classroom for the optimal teaching experience.

It is always great when months of work and planning turn our as expected. Keep in mind it is a huge time commitment but very important to stay close to the project throughout all phases to ensure expected results are achieved. Although your hired office team is experienced, only you know what you want and you may not have explained the need clear enough for them to understand exactly what your expectation is. That is why it is important to study drawings, attend meetings, and choose materials carefully. Never had we imagined that there were so many fabric options for chairs! Another tough choice was flooring. We selected different types of flooring for reception, the work café, halls and open areas. We also had an internal representative attend every space planning meeting which was once per week. This we found was crucial even though our office team represented us at the meetings. Would we do it again? Absolutely. But hopefully we won’t have to until many years to come.

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Hi Coach Mike! Sometimes when making marketing presentations, the VP of HR will refer me to a junior HR professional. Typically the junior HR professional, no budget authority, is their main recruiting point of contact and has firsthand knowledge of what is actually happening in their recruiting function. Is it okay to work at this level or should I only work with a VP of HR? Also, if I should only work with a VP of HR level, how do I stay at that level when they refer to me? - Mike, Chicago

Coach Mike: Thanks for the great question! First, I would not be contacting HR, period. I would challenge you to make your initial call to whoever the hiring manager would be for the type of position you are marketing. Then, depending on the size of the company, you get referred to the VP of HR. HR is inundated with calls from recruiters, which keeps you in the vendor commodity zone.

When you develop $100,000 or $200,000 a year clients, HR is an integral part of that process, but they are part of a team with the hiring managers that do the hiring. So this is not the exact question that you asked, but I would challenge you to go back, if you are calling HR and you place engineers, I would start calling some Directors of Engineering. If you are placing salespeople, I would be working with a Director of Sales. If what you are doing is working and maybe you are calling HR because you place HR professionals, which then you should call the VP of HR, and you get referred to a junior level HR person you should clear the terms and fees with the person that has the budgeting authority which is the VP.

I just think it is a life of purgatory, if not borderline hell, to manage all your placements through HR because now you are positioning yourself as a “body shop”. Again, if that is what you want to do, no judgment. I am just saying the fruit is juicier and tastier when you are working directly with hiring managers. Additionally, I would also be targeting companies that are probably less than $300 to $500 million in revenue because there is a lot less of that bureaucracy to deal with.

In reference to the second part of your question...“Should I only work with a VP of HR and how do I stay at that level when they refer to me?”

Again, it is hard because if it is not an HR position the VP of HR’s job if they have junior level recruiters is not to process your resumes, so it is hard to stay at the VP of HR level because they have so many things going on.

We have actually had some successful clients where we worked with internal recruiters, a lot of times though in conjunction with hiring managers. The term I use is setting up a “strategic triangle” so that we are all involved in the conversations, email dialog, etc. We have had relationships where we billed multiple six figures with clients interfacing with internal recruiters. I do not have a lot of them to point to, but it can work. It is that it cannot be your sole point of contact.

Bonus: Do you want more of these questions? Visit www.TheRecruiterU.com and enroll in my free video series The 6 Assumptions Recruiters Make that Crush Their Billings & Motivation & How to Fix Them Forever!"

Also, if you would like help installing these philosophies into your business with one of our programs please drop us a note at info@theRecruiterU.com and we can see if or how we can help!
Natural disasters can strike at any time. Taking a cue from the Boy Scouts, some simple yet effective advice is to “Be Prepared.” Outages common during natural disasters point out the need for advance planning to ensure the continuity of your business. The recent tragedies in Texas and Florida resulting from Hurricanes Harvey and Irma brought about widespread flooding, power, water and communications outages and disruptions to road and transport networks leading to staff attendance shortfalls. Other parts of the nation are vulnerable to disasters as well such as mudslides, fires and earthquakes on the west coast, blizzards in the north and east, and tornados in the Midwest.

In the face of all this, we must recognize that people depend upon receiving their pay regardless of what may be happening in your physical location... payroll must go out. Your temp and contract placements may be remote from the area directly affected by the disaster and will likely continue to work unimpeded while they watch the disaster unfold on the news. You must plan ahead for the day when your business operations are threatened so that you can respond in a manner that ensures continuity of service to your clients.

Having a back-up plan includes several facets. Being able to work remotely is important if you are forced to evacuate your main location. You should think ahead to determine several options for remote operation should the need arise. The remote site you select should have a high likelihood of having the necessary utilities and services available in the event of disruption at your main location. Don’t depend on trying to find a safe haven at the last second or during an evacuation as you will be competing with many others hoping to escape the disaster’s impact. Play mental what-if games to imagine what disastrous events might likely impact your area and brainstorm possible responses. Conduct an annual drill with your staff to rehearse your company’s response to an emergency. Practicing how you will deal with an emergency is an important step in your pre-planning as it will increase the likelihood that your business will continue with minimal interruption in the face of calamity. Letting your clients know that you have a thought-out emergency preparedness plan in place will increase their confidence in your ability to serve their needs.

Important documents and information should be frequently backed up and kept in a secure location. Cloud services offer handy and robust means of keeping your data safe and available. Critical information includes account numbers, passwords, contact information, specific account data, reports, and other information necessary for the continued operation of your business. Having a third-party partner for back-office services provides increased security that payroll will go out, lessening the burden on you and freeing you up to look out for your personal safety.

These recommendations easily apply to many disasters: hurricanes, tornadoes, winter storms, fires, and earthquakes. Learn from recent events...it can happen to you! Follow these guidelines and BE PREPARED...FOR TEMP AND CONTRACT PLACEMENTS!

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Ever felt as if your clients just don't understand what you're saying? Or, that they don't appreciate how important what you're saying is – or, should be? It's a frustrating feeling.

Sort of like if you've ever been one of those people who, when traveling overseas to a country where English is not commonly spoken, attempted to ask a question by saying the word v-e-r-y slowly. B-A-T-H-R-O-O-M? And, when you didn't feel understood by saying the word slowly, you tried to say it again, just louder. (Insert raised voice here: BATHROOM)? Those people in that other country with whom we're trying to communicate feel like you're speaking another language. Because to their ears, you ARE speaking a foreign language.

For our clients, words like SendOuts, Placements, MPCs, RPs and MPs aren't in their vocabulary and sound like we're speaking another language. We speak; they raise their eyebrows with a look of "no entiendo".

Our clients' language includes the words revenue, profit, sales, savings, output, market share, safety, production and other words associated with making money or saving money.

If we want our clients to understand what we say, we need to speak their language. If we want our clients to feel as though we are native in their world, we need to demonstrate we understand their priorities and do our work in alignment with those priorities.

How do you learn to speak your customer's language? It's easy, and no Rosetta Stone required.

Ask yourself, and then ask your clients, these questions:

Q: Why does their department exist in the organization? Does it help the company make money or save money? (Trust me, any department in an organization that doesn't help the company make money or save money won't be around for long.)

Q: How does the open role help the company make money or save money? (Trust me, any role or open job that isn’t connected to making money or saving money won't be around for long.)

Q: How does the open role contribute to the company priorities? (You're listening for measurable impact.)

Q: What happens if the role doesn’t get filled? (If the consequence isn’t connected to the company making money or saving money, there’s a risk the hire could get put on hold.)

Listen for these key words:
Making money
Saving money
Profit
Increasing (what?)
Decreasing (what?)
Competitive distinction
Process improvement
Once you know the answer to these questions, you can speak your client’s language.

- When you’re marketing yourself to prospective clients, you can highlight how the talent you find for your clients has contributed to their business results.
  - Example: “Ms. Prospect, I’ve been helping my clients improve their business results for the 6 years I’ve been recruiting in our industry. The plant managers I help them hire have been able to significantly increase production output and minimize downtime. Are those priorities you’ve been struggling with?”

- When you present a candidate to a hiring manager, you can draw a direct connection between a candidate’s accomplishments and your client’s business challenges.
  - Example: “Candidate A has a track record of consistently renegotiating fixed price agreements with suppliers and saving over $14M in annualized expenses, which I know would be attractive to your organization given your focus on profitability.”

- When you present an opportunity to a candidate, you can describe the opportunity in terms of the client’s business challenges instead of just using a title or job description.
  - Example: “What my client needs done is what you love doing: increasing plant efficiency.”

- When you’re prepping a client for an interview, you can preview what a client will learn about how the candidate can help solve a business problem.
  - Example: “What you’ll learn during tomorrow’s meeting (interview) is that Jeremy is passionate about solving the problem that is current front and center for you and your team: managing projects to on-time and under-budget delivery.”

Start doing your business using the language of your client’s business, and you will sound like a native in their county.

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**Up Coming Events . . .**

- **October 2** ••• ORA Lewis Center, OH www.ohiorecruiters.org
- **October 24-26** ••• ASA Staffing World Chicago, IL
- **November 9-10** ••• MKSSA Hyatt Place Kansas City

Visit EMinfo.com online to find links to these events & organizations.
In today’s highly competitive world for talent what does one need to do to retain their top people? Everything starts with sales and without top tier business development personnel the company will atrophy, and good sales reps are the hardest people to find and then retain. This is true in high growth industries like IT, biotech and in staffing where opportunities abound. Retaining existing clients is critical, but without cultivating new business developers your existing sales will decline. Your competitors are looking to take away your clients so you must have strong sales reps to retain them as well as cultivate prospects at the same time.

The average turnover rate of sales reps is 26% with 10% of the sales force often being disengaged. Well managed companies trim the bottom 10% of their sales reps each year as they are either not paying for themselves or a better person can serve in their place. The cost of replacing a sales rep is approx. 38% of their salary. The top ¼ of sales reps typically generate 57% of a company’s new business, while the lower ¼ had a new reduction in sales. One can breakdown retaining sales reps into three phases.

**HIRING** Social media and Boolean searches narrow the field for prospects, but referrals from trusted sources often bring the best results. Testing to weed out people is a good start, while reference checking is rarely useful. There is also no substitute for in depth interviews to get beneath the veneer of a good first impression, really successful companies like Google take this to an extreme.

**MANAGING** Training new sales reps in your culture, how you do business and your standards of performance is essential and having new reps work alongside an experienced solid producer helps. There is no substitute for the innate talent of a sales personality, either you have it or you don’t. Nevertheless, “what is measured is respected” in terms of productivity and efficiency. We will discuss how you can convert sales metrics into both margin $ generated and motivational comp plans.

**MOTIVATING** Everyone needs something to turn them on. For sales reps it’s always about the money, but having a good company culture, recognition, competition and perks are very important. We recommend having a modest but competitive base with a high commission that contain steps and escalating risers where you can properly reward the best reps with win-win comp and retention plans.

For related discussions go to: LinkedIn Michael Neidle or “www.optimal-mgt.com” blogs. Mike Neidle has run OM for 20 yrs., advised hundreds of staffing co.’s, was a senior exec for start-ups and Fortune 500 Corporations.
Are Social Media Signals Important in your SEO Marketing Campaign

By Tracy Gibb

Every recruiter, business owner, or marketing manager strives to find the next best thing that will help launch their business to the next level. In fact, the savvy business owner knows and understands that technology is here to stay and in order to succeed going forward, they must be on board with all technology driven marketing, including social media.

While social media has become the craze over the last several years, many recruiters are still reluctant to embrace social media, and often are confused about what they should even do. However, many recruiters are adopting the newest SEO marketing techniques that involve social media signals or social signals. You are probably asking yourself right now, what are social signals. Social signals, is just a new term that has been devised to describe activity done by social media users. It is thought that this activity can help advance web content and includes activity across multiple social media platforms. For example, it may include Facebook shares or likes, retweets on Twitter, or plus 1’s on other social platforms.

As this new term is being used, many recruiters and marketing consultants are confused about what it really means. In fact, there has been a lot of confusion and discussion about this topic over the last several years, causing confusion among many, even industry leaders. In turn, many are changing how they structure their social media marketing, thinking that the changes will rank them higher on Google searches. The fact remains that social signals is nothing new – just a new term. Nothing has changed in regards to how social media is ranked on Google.

Yes, social media is important to your overall marketing campaign, and should be a part of it. However, if you are under the assumption that your social media efforts alone will rank you high in Google searches, you are mistaken. Google’s algorithms, have not changed recently. They are still based on value added, rich content. Yes, likes and shares are important on your social media marketing campaign, as this gives you additional exposure to potential customers and candidates.

The best of both worlds would be to provide content on your social media sites that will allow Google to crawl your social media platform and help increase your rankings. So the question on whether social media signals are important to your SEO marketing campaign, is yes. Yes, it is important to help improve your rankings and attract customers and candidates, but your social media marketing campaign must be done properly. Give your customers, candidates, (and Google) what they want – rich content based posts that will have not only your customers and candidates sharing your posts, but Google will index it and rank you higher.

Bonus Information: Get my Training “Using Social Media in Recruiting to Become an Irresistible Magnet for Clients & Candidates” In this FREE training you will learn KEY strategies on how to use Social Media the RIGHT way, PLUS, you’ll learn how to easily install a few strategies that integrate several common social media platforms that will allow you to: Get clients calling YOU (and working on YOUR terms) with hot new assignments email me at tracy@theRecruiterU.com and put “free social media training” in the message.

Editor’s Note:

Tracy Gibb has been the Director of Social Media Programs at The RecruiterU since 2015 where she and her team act as the marketing department for our recruiting firm clients. Additionally, Tracy has over 8 years experience as a social media consultant with companies like Coca Cola, Chobani, Toyota, etc.
Meet the Challenge

We were seated at the restaurant, almost finished with lunch. My dad signaled for another German beer and asked me if I wanted anything more. I shook my head. My perfect work world was shaky at this time, and it had me on edge. After many years, I was becoming disappointed with decisions from the top down, and it was changing our company culture.

"What I want to know, Dad, is how to deal with a very bad situation at the office. I’m uncertain about the company’s new direction and leadership."

"First thing I am going to tell you," he said, “is to 'meet the challenge.'"

I have often tried to figure out what dad was for me in these encounters. He wasn’t really a teacher, since he wasn’t just handing out facts and information. Neither was he a therapist or a psychiatrist, since he wasn’t primarily interested in my feelings, but in practical solutions. There was a lot of homespun philosophy in his wisdom. The nearest thing dad was to me was a professional coach. Not a rah-rah kind of sports coach, but the kind of coach professional people go to for no-nonsense clarity and direction in their personal lives and careers.

"Yes," he said, “Meet the challenge. I think that’s exactly how you should look at bad times—as a series of challenges to be met. Not won or lost, but met."

I listened.

"If you can say ‘I met the challenge’ on the other side of a bad situation, that means you came out of it feeling good about yourself. Besides, the only thing you can ever really control in any situation you don’t have control over is how you feel about how you dealt with it, right?"

"Mary, I know the situation you are in now is not the one you want to be in, but it is what it is. However it ends up is yet to be determined, but how you manage your way though it will determine how you feel about it on the other side."

"One thing you can always count on is that the highs and lows will come and go. Once you realize that, I think you will have a lot more fun along the way, and you will lighten up some. Which brings me to my next piece of advice: Stop taking it all so seriously! Have you ever heard the saying, 'Don't take life too seriously, you are never going to get out of it alive anyway'?"

"Don't get so down about this string of events, because you don’t know where it will go or where it will take you. Maybe what you think is bad luck is really good luck. Who knows? These changes in your work world may be the best thing that ever happened to you. You may very well end up in an even better place, if you handle it correctly," he nodded.

Good times, bad times and all the times in between, I could always count on him to help me put it in perspective.
Millennials in the Workplace  By Tiffany Turner

Emoji’s & Professional Communication👍 or 😞

New technology provides new ways of communication, but usually we think of this in the more physical sense, texting, skyping, FaceTime, etc. Yet we have seen new forms of languages or variant interpretations. When texting became more readily used and phones had yet to become smart, teenagers began communicating with a form of short hand and acronyms. You became U and CUL8R, TTFN, or BRB became common ways to end or pause a conversation on both text and computer messengers. This began to ooze it’s way into everyday writing and a backlash began. Teachers and professionals fought to explain the importance of using full words and sentences and to be honest were losing the battle till the smart phone emerged and a full keyboard, autocorrect and the ability to set the key board to have short cuts to write out phrases when acronym were typed slowed the deterioration of the written language.

Short cuts in texting still happens. Things like lol, omg, and wtf are now apart of our culture, but with the creation of emojis the need for the type of short hand became altered and often obsolete. Now we can say the same things with pictures and icons!

Domino’s has an app where all you have to do is text and emoji of pizza to place your order for your favorite pizza (which you had preset before hand).

GM did a press release written entirely with emojis. They even had a commercial where they asked people to use them to explain what they thought of a certain car.

With all this going on it begs the questions…are emojis appropriate in the workplace, with their popularity will their use be able to be avoided and how do we incorporate them appropriately if they cannot be? Let’s start with the meaning of some of the more used emojis Below is a list I got off of www.emojipedia.org. But the most important thing to note is that often emojis are used for different reasons. Therefore they can be misinterpreted.

Some basic emoji’s meanings:

- **Thumbs Up**
  A thumbs-up gesture indicating approval or like.

- **Winking Face**
  A closed, winky emoji, wink and smiling. Used to imply humor in written form, or may alternatively be used suggestively, as a form of flirtation.

- **Expressionless Face**
  A face with narrow, closed eyes, and a straight mouth. A deliberate display of ‘no comment’ as opposed to a completely neutral face.

- **Face With Rolling Eyes**
  A face displaying eyes glancing upward, indicating an eye-roll. This is used to show disdain, contempt or boredom about a person or topic. Confusingly, this is shown as a happy smile-glance on Samsung devices.

- **Rolling on the Floor Laughing**
  A character lying on the floor due to an extreme amount of laughter. Face is laughing, possibly with one hand hitting the floor. An emoji version of the phrase, ROFL.

- **Flushed Face**
  An embarrassed face with flushed red cheeks. This face is blushing due to a mistake, or other embarrassing situation. Most platforms display this emoji with wide eyes and raised eyebrows, which gives an element of shock or surprise. The shame intended to be displayed on this face is not clear in most implementations, and as such this is a difficult emoji to use well.

- **Oncoming Fist**
  A fist displayed in a position to punch someone, or to fist-bump another person. Shown as a right hand on all supported platforms. An equivalent left-handed version does not exist.

- **Raising Hands**
  Two hands raised in the air, celebrating success or another joyous event.

- **Eye**
  A pair of eyes, glancing slightly to the left on most platforms. The Google version of this emoji previously showed only a single eye, despite the name of this character being eyes (plural). Sometimes used to indicate ‘pervy eyes’ to indicate approval of an attractive photo posted online; or ‘shifty eyes’ to convey a deceitful act.

- **Handshake**
  Two hands performing a handshake gesture, indicating a cordial greeting between friends or associates.

- **Folded Hands**
  Two hands placed firmly together, meaning please or thank you in Japanese culture. Other common uses for this character include prayer/praying hands, or a high-five.

- **Grimacing Face**
  A grimace emoji, showing bared teeth. Generally used when a mistake or unfavorable situation has arisen; aka “eek!” This emoji previously looked similar to Grinning Face With Smiling Eyes on iOS.

Due to the nature of interperation emoji use can become sticky, to the point it could become a HR issue of appropriate behavior if construed as a negative gesture. So with that said it would be easy to write them off as inappropriate in a workplace. Yet email platforms such as hotmail, live and outlook have adapted them to be able to be placed in emails. Their uses and availability makes it hard to be able to completely disregard their use. So if we embrace this new language how can we do it Appropriately? One suggestion is to have a list on approved emojis and also the definition of what they are to mean with in your office culture. Making sure everyone is on the same page can help avoid the wrong interpretations. Also by allowing the use of some you may be able to better understand the trend and those who use it.

Let’s face it we all grow up and older and the youth of today will be running things, if this is a language they are speaking would it not be wise to be able to understand, interpret and also help define what it means?

The uses of images as a form of communication is one of the oldest and most used techniques and has allowed many different cultures to be able to converse. While emojis may seem juvenile and cartoony they also fall into this category of ancient communication. So in other words the likelihood of it being a trend that will quickly pass is dim. My suggestions is to figure out how you can utilize this new language. GM and other companies have begun to use it for an easy was to ask for customer feedback. Other companies may use it as a way to allow employee expression. What ever you choose to do I think it’s important to address and develop your own policies because this is a trend that isn’t dying out any time soon.
Setting expectations is one of the basic fundamentals of managing any relationship, yet many of us fail to execute this properly. Setting expectations up front with candidates, hiring managers and our own team can help bring more success to us as recruiters. But it first requires planning and strong communication skills. People need to clearly see your vision and to get clients and candidates on the same page, you must communicate your expectations clearly, in a way they can be heard. Sometimes multiple times to make sure they are understood and accepted.

Setting expectations for projects and performance is also about setting clear boundaries. Your direction might come from your boss, your customers, your own vision for the future, or even from the collective goals of your team. However it comes about, it needs to be clearly articulated and spoken about often. It ensures you are all on the same page in terms of what needs to be accomplished. Setting clear boundaries requires defining what is within the scope of work and what is not, what appropriate behavior is and what is not, and what productive work is and what is not. When people have guidelines within which to operate, they are actually more empowered to act, take initiative, and innovate. To set expectations, it is best to involve the other party. A conversation that includes two-way feedback is one of the best ways to ensure continued improvement and better performance outcomes. Additionally, an honest conversation where you seek and accept feedback without defensiveness or excuses builds trust and your relationship with your team.

There are two sides of expectations — what we expect from others and what we expect from ourselves. And how we manage those expectations is critical to how we view our experiences and pursue our goals. Another important factor in managing expectations is knowledge. Whenever possible, do research and write down what you hear and refer back to it, because in many situations, we only listen selectively. With on-going written feedback, managing expectations becomes easier for both sides.

When we don’t hit our expectations, our brain often sends out a message of danger or threat. Some studies suggest that the cliché “hope for the best but expect the worst” has a lot of truth. But not always. The takeaway message, is to be adaptive. Understanding what is in your control and what is not is crucial in managing expectations and success. As a recruiter, you may know it is tough to find a certain types of talent for your clients and the process can sometimes feel impossible. You can have unreasonable expectations at two extremes: an expectation of finding a star candidate quickly or an assumption that you will never find the person for the job order no matter how hard you work. The better way to work with expectations is to do what you can to produce the best outcome and adjust expectations as you go along. For example, ask for a retainer up front so your time is covered financially and then give the project a set period of time before deciding how to move forward or if you need another financial investment from the client.

There are some people who believe we should set low expectations for ourselves and others to be pleasantly surprised and others who claim setting high expectations is best to help with personal growth. There is no template for managing expectations. It seems as if it is best to have low expectations of things out of our control, realistic expectations of things we can control to some degree and high expectations of ourselves. The key is having flexibility in our expectations and being willing to change track without self-blame that has been shown to increase well-being.

The lack of clearly understood expectation is the source of much conflict in relationships, the cause of most conflicts, and the beginning of poor organizational performance. As leaders, we must strive to build clear expectations throughout our organizations, and it must start with us. Below are 8 truths and tips to help set clear expectations for yourself, your clients, candidates and your team for more success:

Be clear as to what your desired outcomes are for all involved. It is pretty difficult to build mutually clear expectations with others if you don’t know exactly what they are yourself. If you can’t clearly articulate them verbally or on paper, you aren’t ready for this conversation yet.
Know where you need expectations. Think about where there is uncertainty, vague boundaries, unclear performance expectations or deliverables and target them first. Create a checklist – do you have expectations in each of key area for your recruitment practice, and are they clear to you?

Understand why. Having clear expectations is good, giving others the vision and value proposition will make them clearer and easier to follow. This is about justification to others. It is about helping people understand the bigger picture and commit more easily.

Meet and discuss. Once you have the first three steps completed, sit down with the other person to discuss your expectations.

Make it mutual. As a leader you have expectations of others that they need to know (and not have to guess) so they can succeed. They have expectations of you that you need to know as well. The conversation about expectations needs to be a true conversation – so that both of you understand each other’s expectations and so that you can more towards agreement.

Write them down. We aren’t talking a legal document here, but we all know that things written down allow for greater clarity, and without things being written down we must rely on memory. If you want clearly defined, mutually understood expectations, they must be written down.

Get agreement and commitment. Once you have them written, both parties need to read them to make sure they are understood and agreed to. Then both parties must commit to each other that they agree with them, and will live with them in the future.

And, perhaps the most important thing about expectations is that we should always expect the unexpected.

"Let us be about setting high standards for life, love, creativity, and wisdom. If our expectations in these areas are low, we are not likely to experience wellness. Setting high standards makes every day and every decade worth looking forward to."

"The greater danger for most of us lies not in setting our aim too high and falling short; but in setting our aim too low, and achieving our mark."

Patricia Conlin is a successful recruitment firm owner, Speaker, and Coach. A passion for health and leadership development led her into international public speaking and coaching. Conlin is a Certified EI Trainer, Registered Holistic Nutritionist and Black Belt Martial Artist. She is the author of ABCs of Food: Boost Your Energy, Confidence, and Success with the Power of Nutrition. Visit Conlin’s website, ABCs Health 2 Success to check out her amazing on-line course or group coaching programs for Recruiters.
Get More from Staffing Conferences & Trade Shows: Avoid These 5 Mistakes

By David Searns

We’re in peak trade-show season: that time between September and November when nearly every association holds their annual events.

In staffing and recruiting, trade shows (and job fairs) can be one of your most valuable marketing tools...if you leverage them effectively. That said, let's go over the most common conference marketing blunders we see.

**Top Five Conference Marketing Mistakes**

**Mistake #1: Just showing up and hoping for traffic at the booth.**

Ain’t gonna happen! At a trade show or a job fair, you are one of dozens or even hundreds of other exhibitors.

**Mistake #2: Lousy booth design.**

Think of your display like a billboard. The conference attendees are like speeding cars passing by. How will you get people to slam on the brakes and stop off for a bit? With your booth display, LESS is more!

**Mistake #3: Email only preshow marketing.**

When it comes to preshow marketing, email alone won’t do. Why? About 90 percent of your competitors will send an email to every attendee with a generic message to “meet us at our booth,” creating a lot of deafening noise that results in few, if any, people planning to visit your booth.

**Mistake #4: Untrained or unmotivated booth staff.**

At any conference, sales happen outside the booth. At breakfast. During lunch. Over cocktails. And even in the wee hours of the evening with the diehard bar hounds. You do have to get out and mingle, especially during the early parts of the show. And when you are at the booth, you have to be the one to engage people wandering the aisles.

**Mistake #5: No follow-up.**

Something like 60 percent of trade show leads never receive a follow-up call. 60 percent! That’s nuts. If you’ve invested to go to an event and gathered contact information, have a follow-up plan. Call. Email. Connect on LinkedIn. And be sure to give people a reason to want to talk to you again.

When following up, be specific about what you discussed at the conference. Be clear (and concise) about the value you can offer, and then schedule the next call or meeting.

And don’t limit follow-up to one attempt. Have a plan to nurture prospects over several months. For our team at Haley Marketing, we track the results of a big conference over 6-plus months because that’s how long it takes to get leads to convert.

**How to Make Every Event a Success**

Before you head off to your next trade show, conference or job fair, take the time to do these things:

**Set goals.**

- How much revenue do you have to close to justify the cost of exhibiting?
- How many new clients or candidates do you need to generate that revenue?

**Be more than an exhibitor.**

- Ideally, become a speaker. Nothing builds credibility (or booth traffic) like speaking!
• Plan to host a private event for your clients and/or prospects. Having a little "private time" with your clients is an ideal way to strengthen relationships and discuss new ideas.

• Co-sponsor an event. You get the benefit of more personal interaction with your clients and the clients of your co-sponsors.

**Have a strategy.**

• Who are your "A" prospects?
• Why would people want to meet with you?
• Where can you engage clients and prospects at the conference?
• How can you reach people before and during the event?
• How will you follow up after?

**Invest in multistep, multidimensional preshow marketing.**

• Send something people can’t resist opening (package, FedEx).
• Deliver value with your marketing (something educational and/or fun).
• Give people a reason to stop your booth. Better yet, ask people to preschedule a time to meet.
• Call, email and connect on LinkedIn with every person on your mailing list.
• Schedule appointments in advance (don’t wait to get to the show to plan a time).
• Trade cell phone numbers with prospects, so you can connect at the show.
• As soon as you get to the event, confirm appointments. If you don’t have a cell phone for your prospects, call their rooms at the hotel.

**Make your booth compelling.**

• Turn your booth into an eye-catching billboard.
• Forget the pens. Find a giveaway that people actually want.
• Bring the right sales collateral. Ideally, something specific for the show.
• Train your team to work the booth.

Being sufficiently prepared for a trade show is only half the battle; you also need to be ready to make an impact while you’re there. If you’d like an overview of everything you can do the day of an event to make all your hard work worth it, download our Idea Club article, “Get MORE ROI from Job Fairs and Trade Shows” now.

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**David Searns, CEO of Haley Marketing Group**

When it comes to marketing a staffing firm, few people know the industry like David. He literally grew up in the business (his Mom and Dad ran a very successful staffing and executive recruiting firm in Upstate New York). Mix in a degree in information systems from Clarkson University, an MBA from The Wharton School, and more than 20 years of marketing and consulting in the staffing industry, and you have someone with the rare ability to combine high-level strategic thinking with real entrepreneurial ingenuity.

**About Haley Marketing Group**

Haley Marketing provides website development, email and content marketing, social media marketing and strategy consulting to the staffing industry. We provide services to more than 1,200 staffing and recruiting firms throughout the world, ranging from solo recruiters to larger staffing and recruiting organizations with regional, national and international offices. Our mission is simple: to make great marketing more affordable!
Young professionals are quick to send perfectly-timed GIFs in their group chat and catch breaking news on Twitter, but they’re slow to answer a phone call from an unknown number, often letting it go to voicemail.

The same goes for the workplace. Just 12 percent of millennials and 29 percent of Gen Xers prefer the phone for business communication, according to a KPCB 2016 Internet Trends Report.

In staffing and recruiting, speed is of the essence. The job market is moving faster than ever, and industry professionals can’t afford to play drawn out games of phone tag. If you’re not moving at the speed of lightning, you’ll be left behind—and so will the best candidates.

To increase growth and revenue, recruiters have to stay ahead: ahead of an always-evolving market, ahead of top talent and ahead of the competition.

Because speed is now the new normal, staffing and recruiting professionals nationwide are challenged with finding new ways to connect with today’s talent generation and drive high response rates. It’s time to ditch old-school recruiting practices, like screening candidates over a phone call, and instead connect with today’s workforce how they prefer to communicate: over text message.

Yello recently surveyed 1,461 young adults ages 18-30 who were currently employed or had recently accepted full-time jobs or internship offers. Respondents said they welcome a text from a business since they are already accustomed to quickly replying to this type of communication. Additionally, the report found that 86 percent of respondents felt positively when recruiters utilized text messages during the interview period, a 7 percent increase from 2016.

**Text-based interviews**

Canvas is the first enterprise-grade text-based interviewing platform that enables recruiters and staffing agencies to screen more job candidates and market employment brands. Instead of playing drawn-out games of phone tag with candidates, recruiters can text them via Canvas and receive nearly instant responses. By enabling top-of-the-funnel screening via text, the platform helps recruiters have higher quality and more meaningful in-person interviews with candidates.

Using Canvas to screen job candidates offers numerous benefits:

- **Ease of use:** Busy recruiters have access to a portfolio of interview questions that can be sent with the touch of a button. Canvas makes recommendations for the recruiter, prompting them to send the right message at the right time to the candidate.
- **Market employment brands:** The platform allows for better consistency in company messaging, enabling recruiters to easily send employment brand information, such as culture videos, benefits, and job descriptions, straight to the candidate’s mobile phone.
- **Real-time documentation:** Canvas enables recruiters to easily share interview transcripts and feedback on candidates with peers, managers and agency clients. The transcripts feature is like DVRing an interview, giving managers full visibility into a screen to make better informed decisions.
- **Endorse the best candidate:** Canvas also connects internal hiring teams with recruiters and offers the ability to rate applicant responses and make recommendations on best job matches.

With Canvas, candidates receive and answer questions via standard text messages, while recruiters have the option to use the desktop or mobile app version—available on iOS and Android—to facilitate the interviews.

Recruiters and staffing agencies are already turning to Canvas to interview a range of talent, from welders to engineers to salespersons. Early adopters span from small recruiting firms to startups to Fortune 500 companies located in Silicon Valley all the way to the Midwest.

Texting is typically more effective than email, which has longer response times. This is especially important given text messaging is the most ubiquitous smartphone feature,
with 97 percent of smartphone owners engaging text at least once during a study conducted by the Pew Research Center.

There are a number of best practices and tips to keep in mind when texting candidates via text:

**Screen candidates for in-person interviews**

With texting, top-of-the-funnel screening is easier than ever. Texting works well in the early screening process to begin the conversation, but it is not meant to completely replace in-person and phone interviews. While those are still important options for second and third round interviews, text can be a great “get-to-know-you” tool, similar to online dating apps.

Following the initial screening, recruiters may choose to continue the interview process via text, pick up the phone or even walk in for an in-depth interview. Regardless, informed interviews from text messages can also lead to deeper conversations with recruiters and better hires.

**Allow for convenient response times**

Not only do applicants prefer not to talk on the phone, but they are often unable to do so while at their place of employment. Recruiters can use texting as an unobtrusive opportunity to engage with candidates, who are typically able to respond swiftly. In addition, some candidates, such as those who work in manufacturing, may not have access to their phones during traditional work hours, so texting allows them to connect with recruiters after work hours.

**Target the right candidates**

Recruiters often spend countless hours, even days, reaching out to applicants who may not actually be interested in the position. However, engaging candidates through text messages first helps recruiters ensure they are investing their phone and in-person time with the right candidates for the job.

**Eliminate bias and focus on qualifications**

Unconscious bias in the screening and interview process is a problem that persists today. Canvas can mask the name of the candidate and gender specific pronouns to maintain their anonymity during the first stages of screening. Additionally, voice is eliminated over text, adding a second layer of bias elimination. This allows the recruiter to focus solely on the candidate’s qualifications and whether their experience is a good fit for the job, regardless of how they look or sound.

Aegis Worldwide, a company that specializes in manufacturing and engineering job placement, is using Canvas to connect with and screen high volumes of candidates daily, while increasing the quality of candidate and expediting the hiring process for all types of jobs, including positions that pay upwards of $100,000 a year.

By screening candidates via text message rather than on a traditional phone call, recruiters can save time and reach three to five times more candidates each day to guarantee they find the right fit for the job, no matter the industry or position.

A study by Nielsen found that texting is now the most utilized data service worldwide with 18.7 billion texts sent every day. In today’s world, texting can expedite the hiring process for both the recruiter and the candidate. Don’t let the job screening process advance without you.

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**Editor’s Note**

Aman Brar is CEO of Canvas, the first text-based interviewing platform that enables recruiters screen more job candidates and market employment brands. With Canvas, companies have transformed their reach and engagement with talent by designing their recruitment strategies in a way that aligns with the communication preferences of today’s workforce. Follow Brar on Twitter.

Twitter: twitter.com/goCanvasHQ
Website: gocanvas.io
“Together, US, UK, India and Germany make up about 60% of all the world’s staffing positions.”

Sources: Recruiting Analytics™ Data - 2016 | CBO TalentMap™ - 2016

To learn more about advertising your jobs, visit Recruitics.com and contact us.
Employers Look to Reduce Work From Home Options But Candidates Not On Board

While there is a trend among some larger companies of bringing remote workers back into corporate offices, candidates still expect work from home options during the interview process, according to new data from the MRINetwork 2017 Recruiter Sentiment Study. Increased collaboration, creativity, mentoring and innovation are employers’ intent, but they may be alienating top talent in the executive, managerial and professional labor market - a sector that is candidate-driven and challenged by talent shortages across many industries. The refocus on in-office work environments comes at a time when many candidates demand work from home options during the interview process, according to new data from the MRINetwork 2017 Recruiter Sentiment Study, which polled 265 MRINetwork executive recruiters worldwide, along with 100 employers and 263 candidates across the U.S., 68 percent of recruiters and 52 percent of employers state candidates expect to work remotely somewhat often to very often. Over half of surveyed candidates say that having a work from home option is somewhat to extremely important as they consider a new job.

"The U.S. unemployment rate is 2.8 percent within the executive, managerial and professional sector, so companies that fail to provide work from home options are definitely missing out on key talent," observes an MRINetwork recruiter that participated in the survey. "In-demand candidates have choices. The more specific or rare their skill set is, their options increase, especially if they work in a field where competition for candidates is fierce. If they don't want to relocate or work five-day weeks in an office environment, they may turn down a solid offer if they can't work remotely."

Technology has made communication, collaboration, security and other aspects of integrating remote employees easier, allowing companies to implement this strategy to attract and retain top talent. As one MRINetwork recruiter notes, "Providing people with the opportunity to work remotely - whether full-time or a few days a week - allows you to access a larger talent pool, while offering flexibility to those who don't want a long commute, or simply just need to be more accessible to their families." Delivering this type of work-life balance is invaluable as a retention strategy, because employees may hesitate to take a job with another company if they don't have the ability to work remotely.

Simply corralling people back into the office doesn't necessarily ensure collaboration. "The work environment and culture have to support and encourage working together, sharing ideas and rewarding innovative thinking," says Nancy Halverson, general manager for MRINetwork.

Companies must formulate a well thought out plan to successfully implement a work from home program. "This necessitates drawing up formal guidelines and finding the right technological tools, as well as hiring people that can thrive in a remote working environment," says Halverson. "Once in place, the program requires oversight and tweaking to make it sustainable and successful. Ultimately, to gain the full benefits you have to make sure remote workers are fully engaged and feel just as much a part of the team as your in-office staff."

"The ability to work from home is here to stay," concludes Halverson. "Collaboration and innovation are vitally important, but technology is continually advancing, empowering remote workers to be indispensable contributors to their in-office teams. Ultimately smart employers will find their workforce is stronger and more effective when it creates an environment generating productivity from both work from home and in office workers."

About the MRINetwork Recruiter Sentiment Study: The MRINetwork 2017 Recruiter Sentiment Study is based on a web-based survey conducted in June 2017 by independent research firm, The Martec Group, with a total of 265 MRINetwork recruiters, 100 employers, and 263 candidates. This is the 11th edition of the study. Parties interested in viewing the most recent report can download the study at http://www.mrinetwork.com/media/304094/2017hiringsentimentstudyyes.pdf.

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