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Features trends & “hot topics” for staffing and recruiting professionals.

The Components & Principles Of Recruiting

The Proven Process: Digital Marketing Made Simple – Part 3

Data Breach: Is Your ATS Putting You At Risk?

The Pros And Cons Of Offering Virtual Work Opportunities

When Opportunity Knocks, Be Ready... For Temp & Contract Placements!

Evolving to Deliver the Best Insights to the Staffing & Recruiting Industry
Letter From The Editor

It is hard to believe we are entering the last 4 months of 2019! Yes, the kids are back at school and some cooler weather has arrived in the northern states. Fall is coming. What steps are you taking to learn new tips, trends and technology to increase profitability? How you work to ramp up for the upcoming last quarter of 2019 is up to you. There is still plenty of time and opportunities to implement game changing processes and techniques to make this year count as "your best year ever!"

We know you will love Kathleen Kurke’s Back2 School Party Ideas. She has some creative thoughts that you can implement this month to flatter your clients. Also, check out Judy Collins’ Opportunity Knocks article and make sure you are ready to offer your client everything they need including contracting. Barb Bruno explores the possibilities of offering your employees a virtual work position.

Another topic to address is the security of your data. No need to go crazy with worry but taking preventable steps to make sure your info is safe is wise. Jennifer Roeslmeier shares some insightful tips in her DATA Breach article in this issue.

With the coming of fall, there are lots of educational events you can chose to attend to find out new trends and tips to help your team stay ahead in this great game of recruiting. Check out our EMinfo event calendar both in this issue and online.

Happy Recruiting...

Pat Turner
Editor
Top Echelon Announces SageLink Capital Acquisition Industry

Top Echelon is pleased to announce that it was acquired last month by SageLink Capital, a leading investment firm focused on enterprise software and technology-enabled businesses.

Started in 1988, Top Echelon offers tools and services to third-party recruiting agencies to help them make more placements. These tools include its Big Biller recruiting software and Top Echelon Network, its split placement recruiter network.

As a result of the acquisition, Top Echelon will now be known as Top Echelon Software, LLC. In addition, Top Echelon Contracting, which was not part of the SageLink acquisition, has changed its name to FoxHire. (Visit www.foxhire.com for more information.)

SageLink is providing resources to position Top Echelon for market expansion and consolidation within the software segment of the recruiting and staffing industry. Top Echelon President and Chief Executive Officer Mark Demaree is excited about what this acquisition means for the future of the organization.

"We're thrilled to partner with SageLink Capital and look forward to the number of ways they will help us better serve the needs of our customers and help us grow through the strengthening of our technology offerings," said Demaree. "This signifies the next chapter in Top Echelon's mission to become the leading mid-market ATS provider."

"It will also help us to continue growing our split placement network of independent, third-party recruiting agencies. These agencies represent the backbone of Top Echelon, and we are 100% committed to providing new software and networking tools to help them make more split placements. Top Echelon started as a recruiting network over 30 years ago, and the network is a major piece of our go-forward strategy."

Click here to see the official press release with more details regarding SageLink Capital’s acquisition of Top Echelon.

FoxHire URL: https://www.foxhire.com

* While there are licensure and certification rules that can tell you if you are dealing with a certified public accountant (CPA), registered nurse (RN), certified financial planner (CFP) or a licensed professional counselor (LPC), the work of “coaches” goes on in most places with zero to limited regulations and an unsuspecting public has to contend with the consequences. pg 6

* The Principle of Incremental Increase says that if you put an additional 10% of effort into something, generally you may see an additional 10% in return. Of course, if you are putting 10% more effort into things that do not relate to what your objective is, all bets are off. As long as you are doing the right things that lead to success – if you put in a certain degree more effort or activity, you can expect a roughly similar degree of increase in results. pg 8

* While SEO (search engine optimization) is essentially free outside of paying a marketer to optimize, pay-per-click you will pay to have managed and you will pay google to put you first on the list in relevant searches. This makes PPC a lead rich option for staffing and recruiting companies to skip right to the bottom of the funnel and attract clients currently ready to engage. pg 10

* Although no solution can be 100% secure, it is important to have strong measures in place to guard against a breach. As an employer, you have the ultimate responsibility of making sure the data you house is safe. pg 11

* In fact, the bull market that we’re now enjoying is more than 10 years old. That makes it the second-longest bull market in this nation’s history. Happy birthday, bull market! pg 14

* Studies by Global Workplace Analytics show that 79% of people want to work from home and 36% would choose that as a job perk over a pay raise. Some are willing to take a pay cut from their salaries to work virtual. pg 17

* Identify 2-3 clients who stay current on industry news and invite each of them to join you for an on-line coffee chat. pg 19

* While a direct hire gives you an immediate one-time payment, you may spend quite a lot of time and effort culling the available candidates before the right match is found. pg 21

Do you know someone who deserved to be spotlighted? Proud of your company’s accomplishments? Tell us about it! We love promoting people and companies. Email us at Tiffany@eminfo.com and tell us your story!
Sept 12-13
Midwest Staffing Owners & Executives Retreat
Lake Geneva, Wisconsin
www.issaworks.com

Sept 22-24
NAPS Annual Conference
San Antonio, TX
www.naps360.org

Oct 17-19
CSP Owners Only Retreat
Ritz Carlton, Lake Tahoe, CA
www.cspnet.com

Oct 15-17
ASA Staffing World
Las Vegas, NV
www.americanstaffing.net

Nov. 7 & 8
MKSSA Conference
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www.MKSSA.com

Nov 14
WASS Annual Legislative Conference
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HOW TO MAKE YOUR
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With Industry Experts:
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The term “coach” is mostly used to identify those people who are responsible for guiding your favorite athletic teams. Bill Belichick, for example, is a future NFL Hall of Fame coach who has steered the New England Patriots to five Super Bowl victories in eight appearances, both records for professional football coaches.

The late Pat Summit enjoyed incredible success with the University of Tennessee women’s basketball program as her eight NCAA championships and 1,098 game victories represented the most ever at the time of her retirement in 2012. That’s what coaches are supposed to do—guide people toward victories and success.

Unfortunately, the term “coach” is one that is not regulated by state licensure laws and the work world is currently experiencing the emergence of a glut of coaches, each claiming to be skilled and competent in some sort of people need like career mobility, job finding and other people transitions. While there are licensure and certification rules that can tell you if you are dealing with a certified public accountant (CPA), registered nurse (RN), certified financial planner (CFP) or a licensed professional counselor (LPC), the work of “coaches” goes on in most places with zero to limited regulations and an unsuspecting public has to contend with the consequences.

An individual’s career, education and life are just as important as their health (physical and mental) and wealth, and citizens should hold individuals giving themselves titles like “career coach,” “career consultant” or “lifestyle coach” to a set of standards. To do so, the following six questions may be applicable:

- Does the “coach” hold membership in an organization that sets professional and ethical standards for the practice in which they are engaged?
- Has the “coach” learned her or his craft at a formal educational institution or program, one that is accredited by the appropriate educational monitoring body? Life experience can be a great teacher, but few would risk turning their taxes over to the improperly trained or untested accountant.
- Of even greater concern is whether the “coach” has engaged in any form of formal education at all. Your author once saw an ad for a “college advisement coach” whose only experience was that she had managed the raising of four children and claim she oversaw their successful admission to college. Parenting, while a valuable learning experience, is not the end-all, cure-all of knowledge and competence attainment.
- What does the “coach” present in the way of a track record to support their claims of success? Too many individuals wander in and out of these so-called helping roles and show little in the way of experience to claim competence or capability.
- Does the “coach” make outrageous or extreme assertions about their past performance? This is certainly a circumstance where the adage, “if it sounds too good to be true, it probably isn’t” applies.
- Does the coach offer services at a reasonable rate and extend a consumer “bill of rights” or service disclosure statement that outlines exactly what services will be provided and exactly what those services will cost?
Until the consumer has asked these questions of and is satisfied with their investigation of any "coach" they are considering, they should be wary of becoming engaged with any individual who will be addressing their career, educational or lifestyle concerns on a fee-charging basis. Remember, there are many professional and credentialed counselors working in educational, community organization and private practice settings that one can turn to for personal attention, often at no-cost or for reasonable fees. There are also credentialed search and staffing professionals and recruiters who can help with employment mobility and job acquisition transitions.

Bill Belichick and Pat Summit represent those rare coaches who rose to the very top of their profession. Finding people of their stature is difficult, if not impossible. Career development facilitators, however, need not be superstars to be valuable. There are many qualified and competent "coaches" out there. Until coaching is regulated better than it is today, don't settle for anything short of the most experienced and highly competent---those holding credentials and working in accordance with an established set of professional and ethical standards.

Dr. Frank Burtnett is an author, consultant and trainer. Over the course of his career, he has earned the National Certified Counselor (NCC) and National Career Counselor (NCCC) credentials of the National Board for Certified Counselors (NBCC) and is a registered counselor (RC# 2478) in the state of Maine. He is also been awarded the distinction of American Counseling Association Fellow.


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Topics are drawn from Dr. Burtnett's book,

Career Errors: Straight Talk about the Steps and Missteps of the Career Development Process

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Money-Recruiting (Part 2 of 3) The Components & Principles of Recruiting

A Simple Guide on how to make it rain cash by Using Metrics in your Recruiting

By Jon Bartos

There are a few things that directly contribute to success in managing yourself or a team using analytics. Let us start with the Principles.

**Setting Goals and Achieving Them**

One of the most basic but most crucial functions of any successful utilization of analytics is the ability to set a goal and achieve it. Human beings as a species have almost unlimited potential. If you consider the progress made by humankind in our relatively brief history, it is mind-boggling. Just in the technology realm in the last 150 years, we’ve seen technological advancements like combustion engines, a man on the moon, genome theory, the Internet, electric vehicles, the Hyper Loop Transport, and artificial intelligence. In the 150 years prior, the best technology inventions included the steam locomotive, rubber, photography and the fire extinguisher. Most individuals fail to realize the extent of what has been accomplished by mankind. And heading into the next 150 years, our progress and achievement will continue at this pace or faster, both as individuals as well as a human species.

In sports, we are always setting new records with improved speed, strength, and technique – each and every year. We have an unlimited ability to achieve and are now just scratching the surface. In the 2018 Winter Olympics alone, over fifty Olympic and World Records were set. No previous athletes had ever achieved that level of performance – times, scores, records, or marks – in those events. This type of achievement is not new – we have been seeking to excel beyond our predecessors since the beginning of sport being measured.

The same is true for YOU. You have the ability to achieve whatever your heart desires. Following recruiting analytics best practices, in its most basic form, means setting goals and achieving them. With the right analytics there is no guesswork. You will know exactly where you stand and exactly what needs to be done to get you to that goal. Then, you simply repeat.

**The Principle of Critical Mass**

For someone to become successful at anything, there must be sufficient volume of activity. If you are a baseball player, you need to play. You need to get at-bats, shag enough balls, or pitch enough to get better and to have a chance for success. If you are a pilot of an airplane, you need to log flight hours and when you’re ready for takeoff, you need to get enough speed to create lift. High volume of activity is critical for someone to be successful at any pursuit. One might define the Principle of Critical Mass like this: *the point of critical mass is the point at which someone reaches enough volume of activity to be successful.*

There is only one problem. Required volume of activity changes greatly depending on your current level of proficiency. If you are one of the world’s best, you can get by with less activity. If you are new and not yet proficient, you need much more volume. To reach the point of critical mass, the amount of activity needed is in direct proportion to your effectiveness.

**The Principle of Incremental Increase**

Regardless of the activity, there can always be more volume. You can always make more calls, have more phone time, or even get more send-outs. *The Principle of Incremental Increase says that if you put an additional 10% of effort into something, generally you may see an additional 10% in return.* Of course, if you are putting 10% more effort into things that do not relate to what your objective is, all bets are off. As long as you are doing the right things that lead to success – if you put in a certain degree more effort or activity, you can expect a roughly similar degree of increase in results.
But beware: adding more volume of activity toward a goal does not necessarily mean you will get the same results in return **continually**. If you worked an 8-hour day full of activity, then changed to a 12-hour day packed with activity, you may see a 50% increase in results due to 50% more quality activity or volume. But if you went to a 24-hour workday, versus a 12-hour day, you would not necessarily see double the results. The reason being is that due to an exceeding amount of volume, the quality of work done would decrease significantly due to factors such as exhaustion, stress, and loss of focus.

Next Month we will be reviewing Activities, Results, Ratios, and the Quantum Leap Theorems of Money Recruiting.

Jon has been coaching Recruiting Teams all over the world to achieve their potential since 2004. He has taken over 400 firms from contingent to retained and can do the same for you. To get a hold of Jon for coaching, Alpine Double Black Lead Generation, Recruiting Analytics or a TalentRx franchise, please email him at jon@rpm-usa.com.
The Proven Process: Digital Marketing Made Simple – Part 3

By Jared Hummel

Jared Hummel COO, PARQA

Jared is an experienced professional with history of building start-up organizations into winners. As the COO of Parqa, he brings his financial expertise and passion to enhance growth and find solutions to complex operating and execution challenges, both internally and externally. He enjoys decision making and leadership in his daily responsibilities. Jared has had the opportunity to work in complex manufacturing and service-driven environments and through complex financial transactions that have allowed him to build a very broad skill set in the operations and financial management of closely-held high growth companies.

Jared graduated from Hamline University with a degree in Business Finance and Political Science. In addition, he served on the Advisory Board of Emerge Community Development a non-profit that helps ex-offenders enter or re-enter the workforce.

As we enter part 3 of The Proven Process let’s start by examining how we got here. First, we discussed building brand credibility and making sure that the credibility and reputation you portray in-person matches your brand presence online. Being online today doesn’t just mean a stock website, it means integrating your brand on your website, LinkedIn company page, LinkedIn recruiter pages, Facebook and even Instagram. After the brand is built, the next objective is to drive people to that brand through increasing your online visibility. The best way to start this process is to develop a social media strategy and engage with your fans by offering tips, insights, industry news and thought leadership content. Also, you have to rank on google. People search for everything these days and you CAN’T be buried on the second page.

In part 3 of the series we will discuss lead generation and lead nurturing. Google and other search engines understand marketing and know that most companies want that quick win, it isn’t cheap but it is what we know today as pay-per-click. While SEO (search engine optimization) is essentially free outside of paying a marketer to optimize, pay-per-click you will pay to have managed and you will pay google to put you first on the list in relevant searches. This makes PPC a lead rich option for staffing and recruiting companies to skip right to the bottom of the funnel and attract clients currently ready to engage. The drawback of PPC is that when the first two components of our proven process aren’t built out you run the risk of spending a lot of money engaging a potential client that can’t validate your reputation online before giving you a call. The average person that engages with your brand online engages with 5 different pieces of content prior to picking up the phone to talk live.

Do you ever look at your CRM/ATS and think holy cow I have thousands and thousands of clients and candidates in our system that we haven’t touched for years. How do you stay top of mind when clients aren’t looking to fill positions and candidates are passive? We engaged a client last year that had 300 unique clients in the last 2 years and only 20 used our client on multiple occasions even though they have several different business lines. That doesn’t even count another 300 call-ins that our client couldn’t service their immediate need but offered other services the companies could have used. A marketing automation campaign is a great way to engage these clients/potential clients that know you and respect you but you may not be top of mind at the moment or they may not know all the services you offer. On the candidate side, your recruiters are constantly trying to keep track of 100’s if not 1000’s of candidates that have interviewed, worked for or been recommended to you. How do you automate this process to increase internal efficiency and keep potential candidates warmer, a marketing automation campaign that keeps them engaged know matter what status they are in with your Company. Marketing automation is all about making your processes cleaner, faster, more efficient, and allows you to build deeper relationships.

Now that you have made it through our proven process for marketing success in today’s staffing and recruiting world hopefully you realize that all of these avenues create different opportunities for your business. However, the combination of our 3 vital components is what ultimately creates a well-oiled machine and the most enterprise value for your Company over time. We understand that not everyone has an unlimited budget and that is why we offer solutions not packages. We will work with you to build a partnership that allows for steady growth in both strategy and return on your investment.
DATA BREACH: Is Your ATS Putting You at Risk?

Not all ATS's provide the same level of security. It is crucial you are asking these 6 questions to ensure your candidate and client information is protected.

By Jennifer Roeslmeier, Senior Digital Marketing and Brands Manager at Automated Business Designs

Blasted all over the news recently was Capital One’s data breach, one of the largest data breaches of all time. A hacker gained access to more than 100 million Capital One customer accounts and credit card applications. This included 140,000 Social Security numbers, 1 million Canadian Social Insurance numbers and 80,000 bank account numbers. Capital One is a multi-billion-dollar company, yet one single person was able to hack into their data center and breach 100 million customer accounts. Scary isn’t it?

If Capital One got hacked, is it safe to say that YOUR candidate and client information is as protected as it could be?

Although no solution can be 100% secure, it is important to have strong measures in place to guard against a breach. As an employer, you have the ultimate responsibility of making sure the data you house is safe. Have you ever asked your ATS provider how secure your information is? Whether you are looking for a new ATS or are happy with the one you are using, now is the time to ask how safe is your candidate and client information really?

Talking about security isn’t necessarily flashy or fun, but at the end of the day, this is one of the most important factors when assessing an ATS. Many people say, “That’s not important to us” or “Too much time is being spent on the topic. We assume our data is safe. That information is for technical people.” The number one mistake when assessing an ATS is assuming your data is safe! NEVER ASSUME. But there is more to security than just being hacked. Is your data located in a secure data center, free of natural disasters? Is your data backed up regularly? Does your data have multiple layers of protection? Not all ATS's provide the same level of security. It is crucial you are asking these 6 questions to ensure your candidate and client information is protected.

What Tier Level is your Data Center?

Before diving into this question, let’s first talk about what a data center is and the different tiers available because, unless you work in IT, for most people this is a foreign language.

So, what is a data center? Essentially, a data center is a large building used to store servers that process large amounts of mission critical data. There are 5 security data center rankings, which are referred to as “Tiers”. A Tier 1 data center is the least secure and Tier 5 is the most secure. A Tier 3 data center has an uptime of approximately 99.982%. A Tier 4 data center has an approximate uptime of 99.995%. Tier 5 data centers are most often used for government use. A Tier 5 data center is required to keep running on a nearby renewable power project. There are (2) primary factors that contribute to a secure data center:

- Uptime/Availability- the amount of time a server stays up and running without power issues or other problems.
- Redundancy- the number of times a certain component is duplicated so there is a backup if it fails, such as, power, cooling, data storage.

High Tier 3 and 4 data centers are recommended for mission critical business applications. Data centers less than a Tier 3, should be used with caution. You never want your cloud operations to be down, but if it happens, you need to ensure that there is a backup plan in place to keep everything running smoothly. The lower the uptime and redundancy, the more at risk you are of losing your data.
Where are the data centers and how many locations do you have?

It may seem silly to ask where the data centers are located. However, you should know where your critical data is located. Data is your business. It’s not really in the cloud, it is in a data center in some state or country.

Asking about the number of locations is important for redundancy. In the event that something occurred at one location, you have the security of knowing that all of your data is duplicated at the other center or another server. You will never lose all of your information if your data is stored in multiple locations.

How secure is the data center?

It is important to ask about the security at the data center. Most data centers are made of concrete walls with very little windows and entry points. This helps protect against the elements and intrusion. You will also want to inquire about surveillance monitoring. Is the facility monitored 24 hours a day? Are there cameras throughout? Is your cage locked?

Next, ask who has access to the actual cage the data is being stored in and how secure the check-in process is. Do you show a government ID or do you need to give a fingerprint? Or perhaps they have facial or retinal scanning. Whatever the check-in process is, you want to make sure it is secure and that no one can just walk in and gain access.

Who manages the data center and how often is your data backed up?

The “Who manages the data center” question can be broken out into a couple of different pieces. First, you will want to know which company physically houses the data center. Once you have this information, you can visit their website to see what other businesses they serve and read about their certifications to ensure they are a credible data center (read section below for certifications to look out for.) Many sites even offer virtual tours. It is difficult to get an on-site tour because of security concerns.

Next, you will need to inquire who has access to the physical data. Typically, only a couple of key IT people at the ATS company can actually access and “touch” the data. Usually, a third party is also hired to further secure the data, increase performance, and manage the overall environment. With this, you will need to inquire how often your data is backed up. Your data should be backed up daily. Typically, incremental backups are made throughout the day with one full backup done at the end of each day.

Is the Data Center certified/audited?

You want the data center to be certified and audited to guarantee they are compliant with industry standards. Below are some of the key certification standards to ask about:

- HIPAA: Protects against health information of patients. This certification is especially important for those working in the healthcare industry. It assures all security measures are in place when handling sensitive patient data.
- PCI DSS: Offers enhanced data security when processing credit cards online to ensure all identities are protected.
- SOC 1 Type II: This is a report done by an outside party used to control internal financial and accounting reports. The report focuses on the organization’s services, processes, and policies.
- SOC 2 Type II: These are strict security standards designed for technology service providers to ensure client interests are looked after.
- NIST 800-52/FI: published by the National Institute of Standards and Technology, which promotes the standards used by federal agencies.

Once you know the data center provider, you can visit their website to view all of their certifications.
What type of anti-virus/anti-malware software is used? Who manages alerts?

Your data center needs to have several layers of firewall protection in case one or multiple are breached. Multiple anti-virus and anti-malware software’s should be used to protect your data. This is important because one software may find something and begin running updates, but miss another threat that a different software vendor may catch. When there is layered security, an intruder would need to breach through several layers of security before reaching your data.

Next, you will want to ask if your data is monitored 24 hours a day and who manages alerts if something goes wrong. Typically, your data should be monitored 24 hours a day and the same parties that manage your data are usually alerted if something goes wrong. Again, this would usually be internal IT people at your ATS company, a third-party cloud management company, and the data center itself. All three should be monitoring and alerted for breaches or any other issues that may arise.

Conclusion

As you can see, there are many layers that go into keeping your data safe. Security standards and protocols may not be the most interesting topic to read about, however, really doing research and learning about how your data is secured can help your company avoid a tragedy. Once your data is breached or it is lost in a storm, there is no going back. **Now is the time to learn about how to keep your candidate and client information safe and it all begins with asking your ATS provider these 6 questions.**

Editor’s Note: Jennifer Roelmeier - Senior Digital Marketing and Brands Manager at Automated Business Designs. Ultra-Staff is a full-featured business solution with components for front office, back office, mobile and web suite. For more information on Ultra-Staff go to www.abd.net. Schedule an Ultra-Staff **staffing software demo** today and see the difference that the best back office features in the industry make.
When it comes to advertising jobs on the Internet to source candidates, getting a good response rate is, well . . . good. But you know what’s better? Getting a good response rate from great candidates! Because great candidates turn into placements. And placements turn into placement checks. And placement checks turn into whatever you want them to. (Like boats!)

It’s no secret that we’re currently experiencing a candidate-driven market, and we’ve been experiencing it for quite some time. In fact, the bull market that we’re now enjoying is more than 10 years old. That makes it the second-longest bull market in this nation’s history. Happy birthday, bull market!

While that’s good news for recruiters and search consultants in terms of job orders, it’s not good news in terms of finding qualified candidates. That’s because there is a definite lack of them. The National Unemployment Rate has been hovering at near-historic lows for most of this year. While that means employers are more willing to use recruiters to help fill their most important positions, it now means that even recruiters are experiencing difficulty finding the right candidates.

So, finding the best candidates in the employment marketplace is one of the top priorities for independent, third-party recruiters and search consultants. So the question becomes this one: where are they finding these candidates?

We at Top Echelon recently conducted a survey of more than 20,000 recruitment professionals in the United States and Canada. We designed this survey to gauge the professionals’ opinions regarding a wide range of recruiting and hiring topics.

One of those topics was that of candidate sourcing. In fact, we asked the following question in our survey:

Where do you find your highest quality candidates?

We had a close race with this question, but once again, "LinkedIn" was the winner. (It was also the winner in our State of the Recruiting Industry Report in terms of the most effective job advertising methods.) This time, the social media platform garnered 36.8% of the responses. "Referrals" was in second place at 32.6%.

"Your internal database/website" was also in double digits at 12.4%. In addition, "cold calling" continued its descent of the past few years (6.6%). Although that response was up from where it was in our report for 2017, it’s nowhere near where it was in 2016 (15.8%).

Although recruiters are certainly not afraid of the phone, the phone has not been that forgiving in terms of cold calling. There was more than one recruiter who indicated that ALL of the options presented were viable ones and that focusing on just one does not reap the desired results:

"I would say that it is truly a mix of referrals, TE affiliate’s Job Board postings, and LinkedIn. I find high-quality candidates through each method."

"The answer is I use all of the above. There is no one answer."

LinkedIn continues to become a bigger part of a recruiter’s workday, there is no
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!

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The new version of Big Biller is built to more easily and quickly help you make more placements.
How do you reduce the risk of failure when presenting multiple candidates to multiple clients? I have 2 similar clients with the same type of opening. I have presented multiple candidates for both. Candidate A and candidate B both like client #1’s opportunity the most, but are not opposed to client #2.

Client #1 would hire either, but prefers candidate A. Client #2 prefers candidate B and is not sure about candidate A. Perfect scenario. Client #1 hires candidate A, and client #2 hires candidate B. Of course, it all works if I can convince candidate B that the opportunity with client #2 is the best for him, which on paper it is. Client #1 is an exclusive engaged search. Client #2 is straight contingency.

Confused yet? - Pete

**ANSWER:** To be honest, I did have to read that a few times to fully grasp your situation. My question is why are you sending a candidate to another opportunity if client #1 is exclusive and engaged? Meaning, I am assuming that means in our world that you and I share together money upfront.

One of the big things I sell when I sell money upfront is a right of first refusal on a candidate. I will not send any candidates to another client prospect if you engage me until you say he or she is no longer viable for my opening, by the way a huge selling point in selling engagements.

The other question I have gotten in similar scenarios, and Pete, I have not forgotten yours, is recruiters feeling really guilty when they are on contingency and a potential client who they are working a job order with asks if are you sending this person to more than one opening. They were almost ashamed to say yes.

I would probably say “Absolutely. You did not believe in exclusivity. I am surprised why you are asking for it in your candidate. Let me ask you, if you hire somebody else, how much money do you send me? Nothing. That is the deal and I am okay with that. I took it. So I have to leverage and mitigate my risk meaning we all know Joe is outstanding. I have got Joe interviewing at 3 places. You better hurry up because he is going to get an offer from at least 2 of them”. Be proud of sending candidates to multiple people when on contingency.

But in this situation, I am not sure why you would send a candidate to another opportunity when it is money up front. But having said that, in this situation I am dealing with human beings and I am not going to try to persuade somebody what is in their best interest. I am going to help them identify what is in their best interest, and I do not want to skew it, meaning yes, in a perfect world you would cash 2 checks here. But I am sensitive to the fact that this human being has to go to work every day and hopefully be fulfilled for the next few years. So whatever conclusion they come to, they come to it by themselves.

Now, if the opportunity for candidate B is better with #2 I am going to ask a series of questions. I am going to do a lot of prep work.

I am going to remind them of their vision for their career was these 3 or 4 things you really wanted going forward were A, B, C, and D, and ask if that still true, candidate B? If that is still true I would explain, “When we look at the 2 opportunities and again it is a horserace, there is you and another, I just have to be honest, I have 2 finalists of which you are one for position #1, but when we look at position #2 - I only say this by the way, Pete, if it is true because you said on paper it is better – these areas make position #2 appear better paper, what are your thoughts on that?”

Another question you can always ask people is, and I forgot where I got this from, but have used it for over 20 years, “Imagine you are walking down a street and you have both opportunities on either side of the street, company #1, company #2, which one is most appealing and why?”

Because it is not uncommon at the end of this process for emotions really to take over. The only thing you have at the end of a process is the data you have collected at about their wants, needs, and desires at the earlier part of the process and through the interview process where they were probably more open with you than at the end, which if they are trying to negotiate they might be a little bit more guarded.

So I do not know if I am giving you the answer you want, but the answer is continuing to ask really, really good questions and helping them uncover what is best for themselves, but then saying, holding out the threat which is not a threat, it is the true possibility that they will not get the job with company #1. It is 50/50. Hopefully that helps.
In less than six months, over 50% of the workforce will not be working the traditional 40-hour work week. This includes independent contractors, flexible workers, part-time employees, virtual workers and other unique working arrangements.

As a result, you will be faced with the decision if you should offer virtual working options to your employees. This is really being driven by millennials and gen z who are just now entering the workforce. Before you are faced with an employee requesting to work virtual, it’s wise to reflect on the pros and cons of a virtual workforce or a split working schedule between working in your office and working from home.

Let’s begin with the advantages:

- Without a commute, employees save money and time.
- It is not necessary to spend money on work attire.
- Employees are happier because they have the flexibility to balance work | life tasks that are otherwise hard to manage around.
- Studies by Global Workplace Analytics show that 79% of people want to work from home and 36% would choose that as a job perk over a pay raise. Some are willing to take a pay cut from their salaries to work virtual.
- Happier employees produce more and working virtual makes many employees happy.
- Owners save money on expanding their office space as their team grows.
- You are not limited to talent in your geographic location, when employees are virtual.
- Business hours can be expanded by employing people in different time zones.

Now let’s discuss disadvantages:

- The top issue is trust. Can you trust your virtual employees to do their job?
- Time wasted on personal tasks or distractions.
- A lack of trust is a huge negative factor and could sabotage the virtual arrangement.
- Lack of team collaboration.
- Virtual teams can be very transactional by nature, with everyone working independently.
- Lack of face-to-face interaction which causes the employee to miss out on reading subtle cues (facial expressions or body language of team members).
- Virtual teams often feel lonely and isolated.
- Working virtual is more difficult in certain segments of our profession, for example: high volume, fast pace temporary business where the team collaborates to make sure multiple candidate are screened and set up to start work.

It’s also important to note that working virtual is not for everyone. Some employees need the energy and cooperation that comes with working in an office. Too many account executives and recruiters in our profession experience a tremendous drop in their production, when they work virtual.
There are solutions for all the challenges. The benefit of working virtual could be tied into goals being attained. However, millennials put a very high premium on work life balance, and they are now the majority in the workforce.

Some owners, rather than offering virtual working environments are offering flexible work hours. They allow some team members to work 10 to 7 vs. 8 to 5 which provides them with more coverage in the office. It also encourages employees to make calls after 5, when most candidates are able to talk openly. Working virtual is something you may want to consider in the future to hire, engage and retain top performers.

Check out Barb on LinkedIn Learning
https://www.linkedin.com/learning/interviewing-a-job-candidate-for-recruiters

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New EM App

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Back-2-School Party: Everybody’s Invited!

Kids are getting new sneakers and college dorms are starting to smell like beer again, but just because we work full time doesn’t mean we have to miss out on the fun of Back-to-School.

You can create our own Back-2-School party! Here are some ideas that can work for both solo operators and teams.

1. Invite clients to the party and learn more about your niche. Identify 2-3 clients who stay current on industry news and invite each of them to join you for an on-line coffee chat. You can even send them a Starbucks eGift card to reinforce the “can we grab a cup of coffee and chat” theme (because who doesn’t like a themed party, right?) and conduct the meetings as a video chat (Zoom.us offers a free videoconferencing option.)

   - Flatter the client; let them know you’re always wanting to get smarter about the industry and you value their point of view.
   - The ‘grab a cup of coffee and chat” session will be 15-20 minutes.
   - No pressure; they don’t need to do any preparation. You’re interested in hearing about their perspective and their experiences as an industry leader.
   - Sample discussion questions include:
     i. What do they see as the most compelling challenge the industry is facing right now?
     ii. What does their crystal ball say is coming down the pike in 1 year? 3 years?
     iii. What do they see as the most critical skill sets for success in their industry?
     iv. What are the most difficult to find skill sets in the industry?
     v. What do they recommend you be paying attention to as a Trusted Advisor to your clients?

   - You may find clients are reluctant and nervous when you invite them for the first time because it is so rare they are invited to share their perspective without feeling like they’re being “sold”, but you’ll likely find that they’ll be asking you when you’ll be asking them back again.

2. Get smarter about our business. Go to YouTube; search on words of your choosing; sales techniques, consultative selling, crucial conversations are great starting points. Select several and make each of them a topic of conversation for a 30 minute training session. If you’re a solo operator, find yourself another solo operator buddy and pair. If you’re part of a team, make this a team activity. You can enjoy these meetings in person, over the phone or via video conference.
· Schedule the 30 minute training session and honor the schedule.
· Assign someone to select the training video and create discussion starter questions. Examples:
  o How can this technique help us in our work?
  o What situations have I had in the past where this technique might have created a different outcome?
  o How can this technique help me with what I’m working on now?
· Take note of what/if/how you want to put this technique into action, write it on a sticky note and mount it on your monitor to keep your attention for the next 7 days.

1. **Learn more about YOU.** The better we know ourselves, the more often we can choose to work from our strengths. We can focus on developing our weaknesses or we can choose to outsource those tasks that don’t play to our strong suits. So much of our work with candidates is about connecting them with opportunities to do more of what they love, and I think we owe the same to ourselves. The better you know yourself, the easier it will be to figure out if you’re avoiding cold calling because you’re afraid of rejection because it triggers childhood trauma or if you’re afraid of looking silly because it triggers childhood trauma (it’s almost always one or the either, so you may as well deal with it now so you can grow past it). We are in a business of communicating with others and it’s important to understand how what we say and how we say it is heard by others. Here are some interesting assessments to prompt self-learnings and interesting team conversations.

- **The Four Tendencies** by Gretchen Rubin, author of the #1 New York Times Bestseller *The Happiness Project*. It’s helpful to know our own and other people’s Tendencies. It’s hard to grasp just how differently we can all see the world. When we can see other people’s perspectives, we understand why, from their point of view, their actions make sense. Come to understand if you’re an Upholder, Questioner, an Obliger, or a Rebel, and learn how to interact with others with different Tendencies.

- **DISC** is a personality assessment and is based on the premise that each of us expresses our emotions in various combinations of four ways: Dominant, Inspiring, Supportive and Cautious. It’s interesting to see your own combination so you can appreciate your own strengths, but it’s even more interesting to appreciate your own blind spots.

Take advance of the Back2Skool hype and create your own fall season learning buzz!

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Kathleen Kurke specializes in Productivity and Profitability Coaching in the Recruiting Industry. If you or your team would like to make better choices on working Job Orders to increase your production and profitability, reach out to Kathleen at **kathleentkurke@gmail.com**.
WHEN OPPORTUNITY KNOCKS, BE READY...FOR TEMP AND CONTRACT PLACEMENTS!

By Judy Collins

The summer is behind us, the kids are in school, and the parents are ready to go back to work. Many companies are gearing up for the upcoming fall season, laying plans for augmenting their staff to take advantage of the booming economy. Perm placements are a high priority in this competitive market and key hiring decisions take time and effort and often cause delay in finding adequate staff. Many companies are interested in hiring temp or contract personnel for provisional staffing or as a supplement to their direct hires in order to achieve their goals.

You should be prepared to take advantage when opportunity knocks, and your client expresses interest in temp or contract workers. You may proactively suggest this option to demonstrate your ability and willingness to help your clients with their staffing needs. When the request comes in you can feel confident that you can help them. A temp or contract person can be on the job in 24 hours if you are set up in advance with a back-office provider.

While a direct hire gives you an immediate one-time payment, you may spend quite a lot of time and effort culling the available candidates before the right match is found. In the culling process, you may find candidates that are less than optimal, but show excellent potential. Consider putting these candidates forward on a temp or contract basis while the search continues for Mr./Ms. Right. A temp placement can generate an income stream for you and then a direct payment via a conversion fee if the candidate works out and is ultimately hired direct. If a client company is unsure about a candidate, they can be hired at minimal risk for a trial period.

Offering temp and contract placements in conjunction with direct hires is an important way to help your clients. You can take advantage of important trends in the labor marketplace: many workers may prefer a temp or contract placement over direct hire. Baby Boomers are an excellent choice for temp and contract assignments since they offer knowledge and experience. Contract placements are a useful supplement to direct hires.

Put in place an Employer of Record Service Agreement so you are ready to strike while the iron is hot! Your client company will appreciate your forethought and initiative and you will demonstrate your commitment to their success.

Call Evergreen Contract Resources today and we will set you up. No cost. No obligation. Use us when you need us, WHEN OPPORTUNITY KNOCKS, BE READY...FOR TEMP AND CONTRACT PLACEMENTS!

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NAPS Harold B. Nelson Lifetime Achievement Award Winner
As I close off another summer and prepare to send my boys back to school for another year, I remember some lessons that I relearned that are reminders of what is important to all of us on resilience.

This summer, I spent a lot of time at my cottage. It’s beautiful up there and more so because my father, who passed away in 2017, built the entire cottage and most of the furniture and this was my gift from him in his estate. I have fond childhood memories of our adventures and time together as a family. Somehow at the cottage, everyone is more relaxed and life is full on food, games and swimming in our lake. In July, I decided to buy a new boat for our water access cottage. I was also getting pressure from my boys to get a bigger motor to use with skis, knee-boards and tubes up there for fun. I brought the boat up with my boyfriend who is a seasoned cottage owner so I didn’t bother getting involved in the whole boat launch prep. I have watched my Dad launch a boat many times but unfortunately, I have never done it myself. So we went to a new boat launch and everything seemed to be working well. I was left with the boat in the narrows to drive to the marina while my boyfriend parked our car few miles away. Unfortunately, we had forgotten one very important thing...to put in the plug! So I found myself mysteriously dragging on the bottom and then blaming myself for being an incompetent driver for not navigating well and then blaming myself when I heard a thud and knew I had damaged the motor somehow. I finally got out of the narrows somehow but my boat was dragging oddly at the back. I managed to get to the marina dock but was shaky. We loaded up and I was too embarrassed about my driving to tell my boyfriend that the boat was dragging. The whole way over to the cottage I was silently cursing myself for wrecking the boat. When we landed and saw all the water coming in, we quickly figured out the real problem. We took immediate action and got the bilge pump working, drove the boat around the lake until massive amounts of water drained and then found a plug in the glove compartment. We realized after trying to fit it in many times that it wasn’t the right plug. Luckily, we managed to plug the holes with some of my Dad’s old plugs in his shed but had to take the boat back to the dealer to fix the prop and get a proper plug the next day as it was still taking on some water. The dealer paid for the prop damage because he realized they hadn’t fitted the plug properly but told us to always check the plug before we launch. Good advice!

What lessons did I learn from this adventure? Well, isn’t it true that most of us jump to making false assumptions not only about ourselves but about others in a stressful situation. Also, why are we so hard on ourselves when things go wrong? Is there a way to reprogram our thinking to better manage during times of crisis, conflict or problems? We all have these so called garbage thoughts but the secret is to not listen to them too much. As recruiters we receive a lot of negative feedback at times and it can be draining and often we start beating ourselves up when we hear negative words from others. Offer rejections, counter-offers, difficult clients, difficult candidates, difficult projects. How can we navigate more successfully? One word-RESILIENCE. I have spent years becoming more aware of my thinking patterns and how they impact my performance. During the boat launch adventure, I was able to review my thinking and learn from it quickly instead of holding on to the negativity. I went back to the cottage and relaunched the boat successfully the following weekend to gain skill, reinforce a positive outcome and gain confidence in my ability to manage as a new cottage owner. In other words, I learned from my failure. I was even in a way grateful for the failure because it taught me to be careful and I have taken more time to learn about boats and boat launch techniques for next year. To be resilient we need to stop beating ourselves up and instead be more aware of our thoughts, emotions and actions and work to course correct them for a more positive outcome on a regular basis.

What do you think is the single most important factor in success as a Recruiter-Resilience.

This one soft skill is what I believe has made me successful over the years despite huge upheavals in my life the past 10 years and something that you can work on each day for more success in work and in life.

Here are a few key ways to boost your own inner resilience to achieve more as a Recruiter this Fall:
**Catch your negative thoughts** - When you become aware of a negative thought, ask yourself - Is this true? Often it is not true. Even if it is true, ask yourself, is there a way to create a positive outcome or accept the reality of a situation and learn from it without beating yourself up. In the past, I have had very demanding clients. Sometimes, they would be extremely critical and I would start to feel badly about myself. I would question my abilities. However, as I have learned this technique, I have consistently been able to separate fact from fiction. Instead of reacting or retreating because I felt badly, I have learned to respond to the comment or situation with confidence to improve the outcome every time. A way to do this is to move from an emotional state to a rational state and write down the key elements of the situation and how best to respond. For example, a client decided he hated all our candidates. He started cc:ing the HR manager and saying nasty comments about one of my recruiters on the project. It hurt yes but I caught the negative quickly. I responded with empathy for his frustration but then wrote a detailed note full of facts on what we had done so far, a comment on what our expectations are from him as a Recruitment Partner (yes you heard it! Don’t let anyone disrespect you-EVER) and facts on the employment market, a recommendation to increase the salary range and other ideas to attract better candidates. In short, I regained my power in the relationship by standing my ground and not letting my own negative thoughts weaken me of impact my performance.

**Believe in yourself** - Yes, sometimes we screw up. Sometimes, we overreact, say dumb stuff and do dumb stuff. So what. We are human. Any solid relationship that can’t take a little humanness, isn’t worth it. Be real. Believe in yourself and know that you are doing your best. When you aren’t doing your best, give yourself a kick in the butt and do your best. When we hear bad news or miss revenue targets, we sometimes go into a performance slump. The number one reason we stay in a slump is because we stop believing in ourselves. So always believe in yourself. When you screw up, pay attention. Why did it happen? Did you get off track somehow or were you not paying attention to signs from a candidate or client? A vital soft skill which I teach others to cultivate is self-awareness and other-awareness. I have saved and made many placements using awareness and honing this skill. If we are caught up in doom and gloom, we exude that instead of the confidence we need to be successful. So when you make a mistake, consider it a lesson or a redirection and keep going confidently towards success.

**Fail and fail again** - Life is about falling down and getting back up. It’s hard to become resilient if you never fail. Failure hurts but that pain teaches better than success. Failure honed skills, teaches humility, gratitude and strengthens are resolve. It helps us become resilient. So don’t beat yourself up when you fail. Tell others. Learn from your mistakes. None of us are perfect and the concept of perfection is impossible to achieve. We need to teach our kids and others to strive to improve every day while celebrating what we have accomplished already. Success comes from trial and error and those who are too afraid to step outside their comfort zone will not be able to achieve the success they seek. I love telling stories and my best stories come from my so called failures. My screw ups and mistakes turn into fodder for humour and lessons. Laugh at your failures then get up and try again!

**Stay healthy** - Working hard takes energy. Resilience comes from a healthy mind, body and spirit. A while ago, I got an infection. I was hospitalized for a few days. It was painful. But I recovered quickly because I had put in the time to feed my body healthy food, get enough sleep, exercise and create space for enjoying my life outside of work. The nurses marvelled at how fast I recovered but I knew the years of self-care made me physically resilient. It can be fun to party once in awhile or gorge on junk food, but a consistent neglect of your health will impact your performance as a recruiter over time.
Learn - Adopt a continually learning mindset instead of staying fixed in your ways. Do this at both work and home. Find hobbies or passions your enjoy out side of work. For me, it's ever expanding vegetable garden challenges, new recipes, my upcoming podcast series or finding time to practice a language skill and have been teaching my boys basic life skills that they will need like cooking, cleaning (yes, this one is a struggle...) and cottage maintenance. Always work to improve your skills at work as well by learning more about tools, trends, and ways to better interact with clients and others. I have found that learning new skills builds our resilience muscle. As a recruiter, I have worked hard to expand my Emotional Intelligence training, build new revenue streams in RPO, Outplacement and Coaching that have benefited my business and increased my joy at work.

I am looking forward to speaking at NAPS again this Fall in San Antonio at the Go Big or Go Home conference. My talk will go into more detail on how to be Mentally Prepared for Anything. I hope to see some of you there and have a discount coupon for you below to help you get there below:

Feel free to check out my on-line course at www.tishconlin.com which teaches recruiters to be more successful by focusing on the soft skills and teaches the Emotional Intelligence tips that I have used to make more placements along with 5 other key modules for success in a 6 video series that is unbelievably affordable and needed in every recruitment office. I created this course using my decades of experience and training as a successful recruiter, Black Belt Martial Artist, Registered Holistic Nutritionist and Certified Emotional Intelligence Trainer to develop specific leadership and performance training and coaching programs to help recruiters succeed. These on-line and live coaching programs at www.tishconlin.com can help you learn how to increase energy, improve performance, set better goals and achieve them faster with more focus, communicate more powerfully, reduce your stress and better a better leader for more success.

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GO THRIVE!!

Patricia (Tish) Conlin is a recruitment firm owner (20+ years building success as President of Global Consulting Group Inc.), Speaker, and Coach. A passion for health and leadership development led her into international public speaking and coaching. Conlin is a Certified Emotional Intelligence 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. She is currently working on her second book and on-line course about leadership and resilience. Visit Conlin’s Coaching website to energize your performance and life with our on-line training programs and courses at TishConlin.com
It is difficult to balance competing interests, such as maximizing profits and staying within the law and ethical bounds to do so, or appealing to different groups of people or groups with a consistent message. Yet this problem faces all of us at various times. Be this for managers, sales reps, or in day to day interactions with others. Those who cannot handle this well, risk being thought of as dishonest, unprincipled or untrustworthy. The question is how to handle these situations in the most appropriate way. Let’s consider a couple of typical business situations.

As the CEO you promised a bonuses to your staff if they met their objectives. Unfortunately you did not include the caveat that this was also dependent on the company’s profit. Your choices could be to be honest and say that you forgot to say that raises were dependent on being profitable and this should have been clearly stated. But if the bonuses were to be paid, the company would be unprofitable and commitments to the bank and its shareholders would be violated. As a good faith gesture, you could make up for this when the company regained profitability and you hoped that this would be accepted by most of the staff.

As a sales rep, you promised your client a certain price and service date which cannot be kept due to circumstances beyond your control. You could lose the order if you were seen as duplicitous, but an honest explanation of how this occurred, and providing a reasonable incentive to the client on their next order might save the day and even put you in good stead for more business.

On the other hand, as the head of an organization, one might have a strong incentive to tell different versions of the same story to different groups for personal gain. Depending on the loyalty of one’s various constituencies, that person can actually make this work, even though it’s contrary to conventional thinking and ethics.
18 Top Career Industry Trends for 2019

Generations
- Boomers are remaining in the workforce.
- Age/generation discrimination is on the minds of nearly all generations.
- Coaches are adapting to how Gen Y & Gen Z buy & interact.

Gig Economy
- Side gigs are popular with employees, not employers.
- Side-hustlers & gig workers need help telling their stories to employers.

Coworking
- Coworking & co-ops are on the rise.

Education
- Traditional higher education is challenged to offer relevant training.
- Apprenticeships are on the rise to fill gaps in trades & other careers.
- Big companies are saying they no longer require degrees.
News Releases

Gary Patton Reaches Platinum Premier Pinnacle in NPAworldwide

NPAworldwide is pleased to recognize Gary Patton of TKO Recruiting in Denver, Colorado for reaching the Platinum Premier level of the Recruiter Achievement Status program. He is just the third person in the network’s history to attain this level of recognition.

The Recruiter Achievement Status program is a lifetime achievement program for NPAworldwide members. The Platinum Premier level represents cumulative salary totals of at least US $25 million.

“Congratulations to Gary, who is our third-highest achiever of all time,” reported president Dave Nerz. “Reaching the Platinum Premier distinction is a testament to both personal productivity and network tenure. It is a significant accomplishment.”

NPAworldwide recognizes six levels of performance through the Recruiter Achievement Status program. Platinum Premier is the highest level, followed by Double Platinum, Platinum, Gold, Silver, and Bronze.

About NPAworldwide. NPAworldwide is a global recruitment network facilitating placements between its members. The network has more than 500 member offices across 6 continents. For more information, please visit www.npaworldwide.com or www.npaworldwideworks.com.