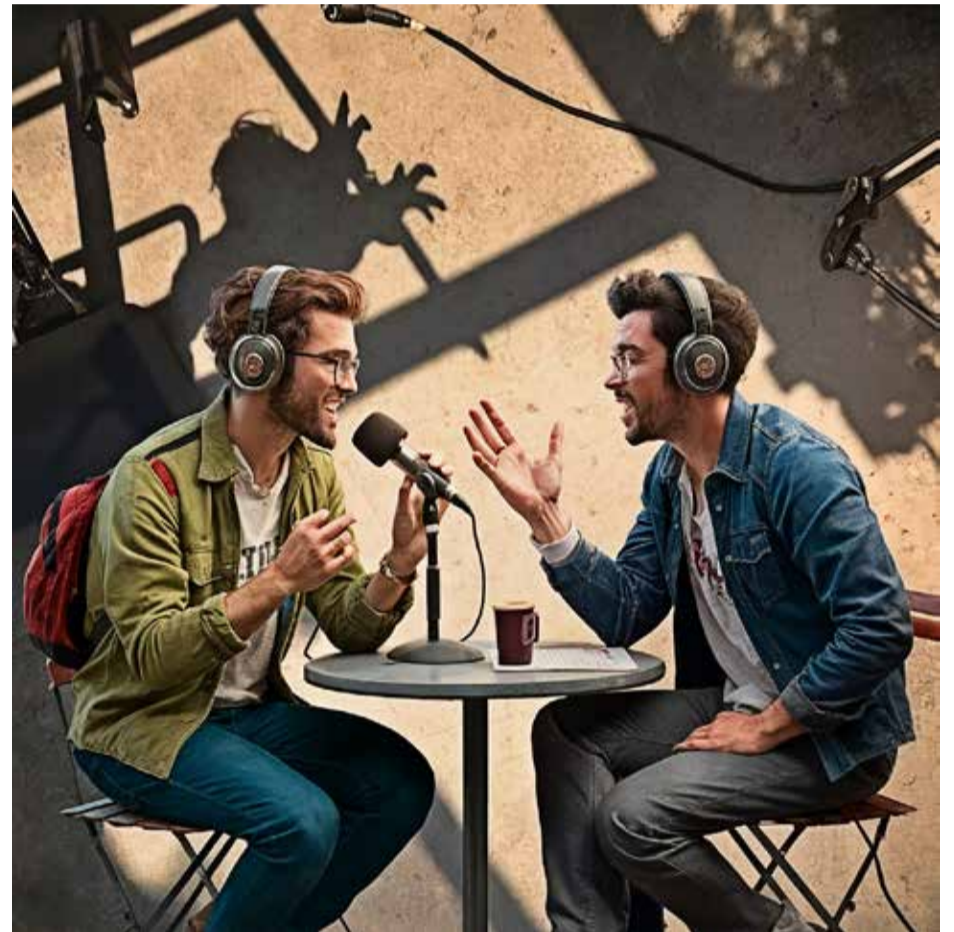


Beyond the Desk: Staffing Agencies in the Age of Remote Work

Podcast Potential: Including Audio in Your Recruiting



Strategies for Recruiter Success & Immediate Impact for New Hires

PEO or EOR: What's Best for You?

The Power of Precision in Goal Setting for Recruiters?



- EXCELLENT**
- GOOD**
- AVERAGE**



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DID YOU KNOW?

* Pipelines are a useful tool when building a list of "top" candidates. Pipelines that can be managed within an ATS is even better, as it will streamline the entire recruiting process. pg 5

* Attend industry events, conferences and networking meetups to connect with podcast hosts. Reach out to hosts directly through email or social media to express your interest in being a guest. pg 8

* The EOR becomes the legal employer of record for workers placed on the behalf of a staffing and recruiting firm. All state and federal reports will go under the EOR's Employers' Identification Number (EIN). pg 9

*According to the [American Staffing Association](#), the largest percentage of employees preferring a fully remote work location was found in Baby Boomers, aged 60-78, at 37%. As far as Gen X (44-59 year olds) 33% desired fully remote. Millennials (ages 28-43) surveyed at 31% and Gen Z (18-27) showed 26% preferred a fully remote schedule. pg 10

*The last part in getting them up and productive quickly is not their first week, but in their second week, you start listening to bits – not the entire-but bits of 2 or 3 calls per day. 80% to 90% of the problems that recruiters have with a candidate conversation usually occur in the first 3 minutes pg 13

* Set Measurable Targets: Instead of a nebulous ambition, set concrete, quantifiable targets. For example, "I will successfully place 50 candidates in tech roles this year," or "I will achieve a 95% client satisfaction rate." pg 14

* You don't judge a person's level of success by the number of their successes, but rather on the failures they overcome! Successful people fail more because they try more. pg 15

* You can improve your IS and show your ads more often by revising your geo-targeting. pg 20



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3 Ways to Maximize Recruiting Efficiency and Place Top Talent

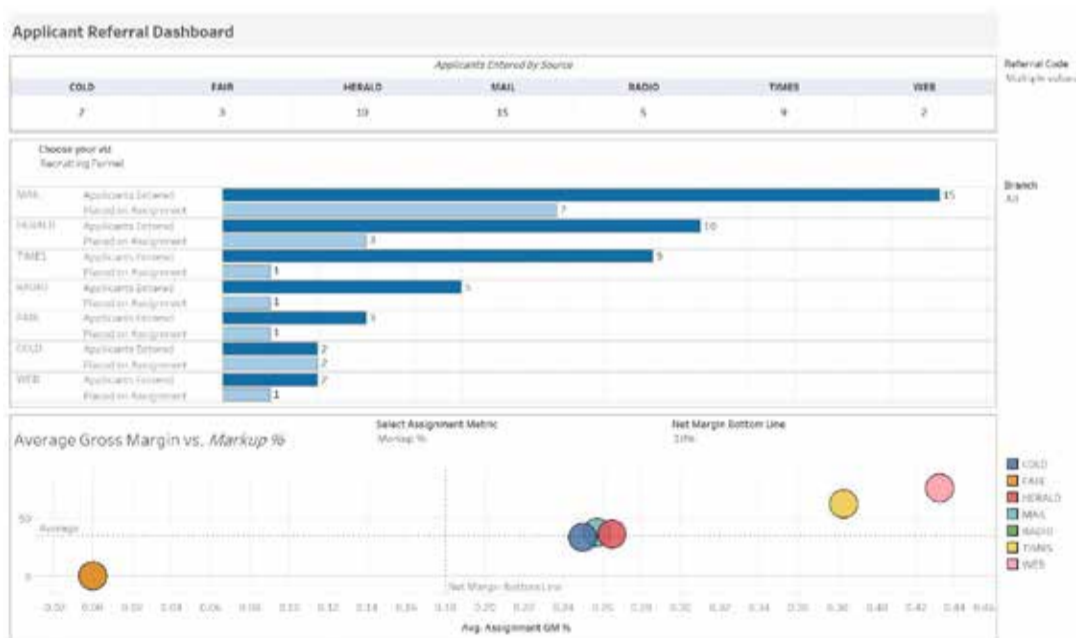
By Jennifer Roeslmeier

In today's fast-paced recruiting landscape, maximizing recruiting efficiency is essential. Customers want candidates placed faster, all while maintaining candidate quality. Having a quick time-to-hire, while maintaining quality candidates can be a game-changer in both retaining customers and gaining new business. So, how can recruiters maximize their efficiency to save time and focus on the best resources available to them? In this article, we explore 3 ways.

Track Your Source of Hire

If your staffing agency isn't already tracking where candidates are coming from, you should begin tracking this. A Referral Report helps you identify how candidates are finding you and also identify which sources are the most effective in placing candidates on an assignment. Are most candidates referred to you? Are most finding you on social media? Are most coming in from a job board? Identifying your candidate referral sources will give you immediate insight into successful ways you have found candidates. If one source isn't bringing in a lot of candidates, then you can focus on other sources that bring in more.

This report can be taken a step further though and you can use it to track both your Gross Margin and your Net Margin Bottom Line with each source. So, with the Referral Report, you are not only tracking where the most candidates are coming from, but you can track which source is generating your highest margin. See an example of a referral report below.



Create Talent Pipelines

Talent pipelines help you keep track of your TOP candidates. These can be new candidates that just came into your ATS or existing candidates in your ATS that you want to keep track of for future opportunities. Pipelines are a useful tool when building a list of "top" candidates. Pipelines that can be managed within an ATS is even better, as it will streamline the entire recruiting process.

Breaking your talent pipelines out by position would be a great place to start. This will help you identify top talent when recruiting for a certain

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

position (i.e., nurses, administrative assistants, forklift drivers.) When you have talent pipelines broken out by position, you can quickly refer to that list and reach out to those candidates.

If you prefer to have fewer pipelines, you can also break it out by industry. The way you break it out may depend on the number of industries you service. If you have a specific niche, then it may make the most sense to break it out by position. If you service many different industries, perhaps you will want to focus on breaking your pipelines out by industry.

Breaking each pipeline out by industry or position will help as you recruit for current positions and will also be useful in the future when you are recruiting for positions that are similar. These will be talent pipelines you continue to add to and update—not just a one-time use. That way top candidates will always be readily accessible based on the industry and/or positions you are recruiting for.

Rank Candidates

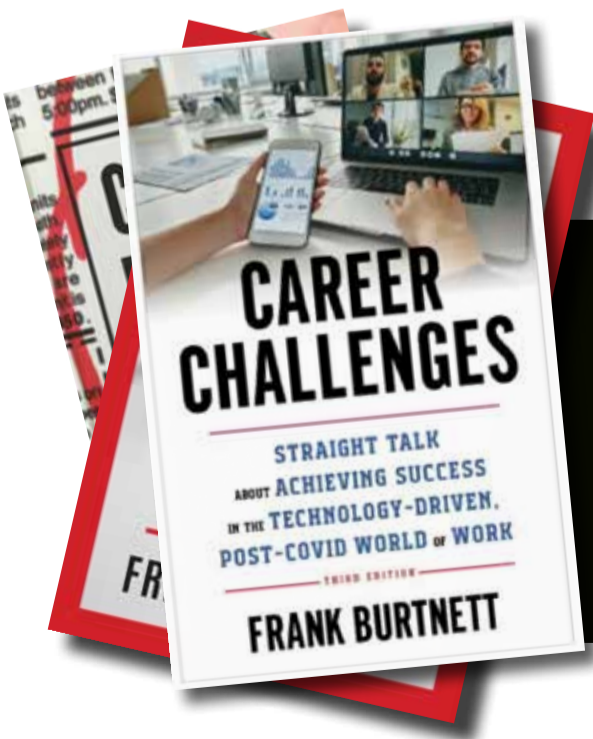
In addition to creating talent pipelines, another best practice that can be implemented is ranking candidates. Does your ATS allow you to rank candidates? Can you go a step further on your pipelines and rank *those* candidates? After a recruiter's initial communication with a candidate, they can assign a numerical ranking to the candidate based on their qualifications. It can be a simple 1 to 5 rating scale. That way when a recruiter is searching for a candidate to fill a clerical position, for example, you can use the search in your ATS to search for candidates that have a high clerical ranking.

In your talent pipelines, you can also have a ranking system, so you are first reaching out to candidates that are ranked the highest.

Maximize Your Recruiting Efficiency Today

Maximizing your recruiting efficiency is important when trying to place qualified candidates. In order to recruit more efficiently though and place the most qualified candidates, you need to first know where your top candidates are coming from. Second, by organizing and tracking your top candidates on a pipeline, you will always have your best candidates readily accessible when needing to fill a position. Lastly, by taking it a step further and ranking your candidates, you can identify the best of the best and focus on those candidates first. Implementing these best practices will help you have a productive recruiting workflow and help you focus on placing the best talent.

Questions about implementing these best practices? Reach out to [Ultra-Staff EDGE Staffing and Recruiting Software](#) to see how you can use the tools in an ATS to maximize recruiting efficiency and place top talent!



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Topics are drawn from Dr. Burnett's book,
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Straight Talk about Achieving Success in the Technology-Driven, Post-COVID World of Work, 3rd Edition (Rowman & Littlefield Publishing Group)
& represent those witnessed regularly by search & staffing professionals.

Podcast Potential: Including Audio in Your Recruiting

By Samantha Prost

As we progress through 2024, staying ahead of the curve is essential to attracting top talent. One strategy that continues to [gain](#) momentum is podcasting. With its widespread popularity and accessibility, podcasting offers unique opportunities to engage with potential clients, showcase your brand and position yourself as an industry thought leader.

Let's discuss how hosting your own podcast and leveraging co-hosting or guest opportunities can elevate your recruiting marketing strategy in 2024.

Why Podcasting?

Reach a Wider Audience: Podcasting allows you to connect with a [diverse audience of potential clients and candidates](#) who consume audio content while commuting, exercising or multitasking. By tapping into this growing medium, you can extend your reach beyond traditional recruitment channels and engage with decision makers in your industry or passive job seekers who may not actively search for job opportunities.

Establish Thought Leadership: Podcasting allows you to position your organization as a [thought leader in your industry](#). By sharing expertise, insights and innovative ideas, you can establish credibility and authority within your niche. This can place you in front of key decision makers in your industry, enhancing your brand reputation and improving visibility with potential clients.

Hosting Your Own Podcast

Before launching a podcast, identify your target audience and define your podcasting objectives. Consider your ideal clients' demographics, interests and preferences and tailor your content to address their needs and challenges. Whether you aim to attract chief executives, tech professionals, healthcare professionals or creative leaders, ensure your podcast content resonates with your target audience.

Plan Engaging Content: Develop a content strategy that aligns with your [business development goals](#) and resonates with your audience. Consider topics such as industry trends, business growth strategies, leadership insights and success stories from your company or industry. Invite guest speakers, including industry experts, business leaders and successful entrepreneurs to share their insights and perspectives. Plan a mix of informative, thought-provoking and inspiring episodes to keep your audience engaged and interested in your business offerings.

Invest in Quality Production: Invest in quality equipment and production to ensure that your podcast delivers professional audio and a seamless listening experience. Choose a suitable recording setup, including microphones, headphones and recording software, to capture clear and crisp audio. Consider hiring a professional editor or producer to enhance the production quality and polish your episodes before release.

Promote Your Podcast: Once you've launched your podcast, promote it across multiple channels to maximize visibility and attract listeners. Leverage your existing marketing channels, such as social media, email newsletters and company [website](#), to promote new episodes and encourage subscriptions. Collaborate with industry influencers, podcast directories and networking groups to expand your reach and attract new listeners.

Leveraging Podcast Guest Opportunities If you're not ready to commit to producing your own podcast, you can still leverage the power of podcasts by being a guest on other relevant industry shows. Being a guest allows you to share your expertise, reach a new audience, and establish yourself as a thought leader in your field.

Here's how you can find podcast guest opportunities:

- **Research Relevant Podcasts:** Look for podcasts that cater to your industry or target audience. Consider podcasts that discuss topics related to recruitment, career development or industry trends.
- **Leverage Podcast Directories:** Explore podcast directories like Apple Podcasts, Spotify or Google Podcasts to discover shows in your niche. Explore categories and subcategories to find podcasts that align with your expertise.
- **Networking and Outreach:** Attend industry events, conferences and networking meetups to connect with podcast hosts. Reach out to hosts directly through email or social media to express your interest in being a guest.
- **Guest Booking Services:** Consider using guest booking services or agencies that specialize in connecting podcast hosts with potential guests. These services can help you find relevant podcasts and streamline the booking process. A service like [matchmaker.fm](https://www.matchmaker.fm) can help you find and connect with podcast hosts looking for guests in your industry.
- **Join Podcasting Communities:** Join online communities and forums for podcasters and guests to network and find collaboration opportunities. Platforms like LinkedIn groups or Facebook groups dedicated to podcasting can be valuable resources.
- **Offer Unique Value Propositions:** When reaching out to podcast hosts, highlight your unique expertise, insights or experiences that would make you a compelling guest. Explain how your appearance on their show would benefit their audience.
- **Be Prepared and Professional:** Have a well-crafted pitch ready that showcases your expertise and explains why you would be a valuable guest. Be responsive and professional in your communications with podcast hosts, respecting their time and guidelines.

By actively seeking out podcast guest opportunities and effectively pitching yourself to hosts, you can expand your reach, establish yourself as an authority in your industry, and attract new clients and talent to your organization.

"Distinctly Digital: A Modern Recruiting Podcast"

Looking for insights into the modern recruiting landscape? Look no further than "[Distinctly Digital: A Modern Recruiting Podcast](#)." Hosted by industry experts Steve Gipson and Samantha Prost, this podcast delves into the nuances of recruiting in the digital age.

Join Steve and Samantha as they offer valuable insights and actionable tips to help recruiters thrive. From discussing the role of platforms like TikTok in recruitment to exploring the importance of niche specialization, each episode tackles a different aspect of modern recruiting.

Whether you're a seasoned recruiter looking to sharpen your skills or a newcomer to the industry seeking guidance, "Distinctly Digital" has something for everyone. Tune in to gain valuable knowledge, actionable strategies and a fresh perspective on recruiting in the digital era.

As recruiting marketing continues to evolve, podcasting emerges as a powerful tool for engaging with potential clients, showcasing your brand and positioning yourself as an industry thought leader. By hosting your own podcast or leveraging guest opportunities, you can differentiate your organization, attract top talent and stay ahead of the competition in 2024 and beyond. Embrace the power of podcasting to elevate your recruiting marketing strategy.

Interested in learning more about hosting a podcast or becoming a guest on "Distinctly Digital: A Modern Recruiting Podcast"? Contact [Recruiters Websites](#) today to explore opportunities and take your recruiting strategy to the next level!

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JUST ASK Judy

PEO or EOR: What's Best for You?



Recruiters can be faced with the choice of working with an Employer of Record (EOR) or a Professional Employer Organization (PEO). Both choices can help with the responsibilities that arise when an organization becomes an employer. These responsibilities include on-boarding, time collection, payroll processing, payroll funding, withholding of taxes, insurance requirements, benefits administration (ACA compliance), and other HR functions. This article is written to highlight the responsibilities of both the EOR and PEO. Neither a PEO nor an EOR is a staffing agency. Both types of organizations work with staffing and recruiting professionals to save them time and money.

Employer of Record (EOR)

An EOR is a back-office provider which assumes the full responsibility for workers placed on assignment with a client company. The EOR becomes the legal employer of record for workers placed on the behalf of a staffing and recruiting firm. All state and federal reports will go under the EOR's Employers' Identification Number (EIN). Once the chosen worker is ready to start a job assignment the EOR begins the onboarding process, including collecting the new employees I9, tax information (W9), enrolling in benefits programs when required, completing background checks and pre-employment drug screens when necessary, administering the sexual harassment training according to state laws, and setting up the timesheet approval process.

The worker will be covered under the EOR's workers' compensation policy and unemployment account. Other responsibilities of an EOR include withholding taxes, paying employer matching taxes and issuing an annual W2 to the employee. The EOR manages the workers' comp and unemployment claims, benefits including healthcare mandates, and all state and federal requirements. The staffing and recruiting firm sets the pay and bill amount, the job title, the start date, the state the employee will be working in, and who will be the responsible party for invoicing. An EOR will calculate the recruiter profit before the employee onboarding begins. Recruiter profit can either be paid upon invoicing or when payment is made from the client company. The EOR can include payroll funding if requested.

Most EOR's can handle one or more persons working in the continental USA. If the employee is working international, this would have to be approved before the assignment starts. Recruiters can use an EOR to save time onboarding, collecting time, processing payroll, invoicing, collecting payment, following missed payments, or having to reissue invoices, and tax reporting. An EOR will make sure the recruiter is compliant with all state and federal payday laws. An EOR can be used selectively by the recruiter, depending on the circumstance and the Workers' Comp Class Code.

Professional Employer Organization (PEO)

A PEO serves as an outsourcing firm for small and mid-size businesses. An organization can work with a PEO by outsourcing different services that are needed. A PEO signs a co-employment agreement with their clients. The PEO and the client have shared responsibilities. Cost and risks can be mitigated by the partnership. Businesses save money

by minimizing their HR and accounting departments. When partnering with a PEO, they can negotiate better rates for workers' compensation and benefit packages for the employee by bundling these services in a preset package.

PEO clients can customize their plans with different a la carte features. PEO clients work closely together to build the service package that your small business needs. Through co-employment the PEO becomes the EOR for tax purposes and becomes responsible for withholding taxes, paying unemployment taxes, and covering workers' compensation. A PEO covers all of the organizations' employees. A PEO has special definitions and rules related to Federal tax treatments under the US Congress Internal Revenue Code.

PEO services can include HR consulting and managing HR functions including safety training and developing employee handbooks, overseeing risk and safety compliances, onboarding and terminations, payroll, and workers' compensation and unemployment reporting and claims. Benefit plans can include retirement accounts (401-K), employee disability and life insurance, retirement, and transportation reimbursement. The PEO can help provide as little or as much assistance as needed.

A recruiting firm with five or more employees can qualify to work with a PEO. The PEO then works as the EOR for both internal employees and any contractors on assignment. This arrangement relieves the recruiting firm owner of responsibility of being the employer of their HR, Accounting, and recruiting staff. This feature is especially attractive to small to mid-sized recruiting firms employing five or more people with different departments and different locations. The PEO's partner continues to have control and direction of employees' day-to-day functions. The PEO charges an "administrative fee" which is in addition to normal employer costs such as FICA, Medicare, and unemployment insurance.

The EOR and PEO each has a special application in the marketplace. They can both help save time and money so companies can focus on their core objectives. Call me if you would like to discuss which of these options will be best for you!

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Beyond the Desk: Staffing Agencies in the Age of Remote Work



By Lynn Connor

The ASA Workforce Monitor survey from April 26, 2024, found that 68% of U.S. workers prefer a hybrid or in-person work schedule, while only 32% want a fully remote schedule. The survey also found that 39% of Americans prefer a hybrid work schedule, which is a combination of in-person and remote work.

The location of where employees work has undergone quite the shift in recent years, with remote work emerging as a preferred option for many employees. This trend has significant implications for staffing agencies, which must adapt their strategies to meet the evolving needs of both temporary employees and client companies.

Unexpectedly, a poll of employees across all ages showed work preferences that may not be what you expect. So many tend to think the younger generation prefers to work from home, but they grow tired of not having in person interaction with their peers.

According to the [American Staffing Association](#), the largest percentage of employees preferring a fully remote work location was found in Baby Boomers, aged 60-78, at 37%. As far as Gen X (44-59 year olds) 33% desired fully remote. Millennials (ages 28-43) surveyed at 31% and Gen Z (18-27) showed 26% preferred a fully remote schedule.

A hybrid schedule was desired by almost half of the participants who had children that were under 18 years old vs. 35% of adults without children.

"The question of whether employees should work fully in person, fully remote, or on a hybrid schedule has been a top issue facing organizations across America since the pandemic triggered a workplace revolution four years ago," says Richard Wahlquist, chief executive officer at the American Staffing Association.

"While some predicted the end of in-person work, the survey found that half of U.S. employees currently work 100% in person. Employees' attitudes are changing, with 68% of U.S. workers now stating that they prefer a hybrid or in-person schedule."

Expanded Talent Pool

One of the key advantages of remote work for staffing agencies is the ability to tap into a larger talent pool. By recruiting candidates from anywhere in the world, agencies can access a

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diverse range of skilled professionals, enhancing their ability to match candidates with suitable job opportunities.

Client Expectations

As remote work becomes more prevalent, some client companies are seeking remote workers to fill temporary positions. Staffing agencies should align their services with these shifting preferences, refining their candidate screening processes to identify individuals who are well-suited for remote work and ensuring that candidates have the necessary skills and technology infrastructure to succeed in remote roles.

Remote Onboarding and Support

Transitioning to remote work can be challenging for temporary employees, and staffing agencies play a crucial role in facilitating this transition. Agencies must invest in remote onboarding and support services, providing training, technical assistance, and ongoing communication to help remote workers thrive in their new roles.

[Efficient Hire integrates with COATS Staffing Software](#)

and does just this. Efficient Hire is a best-of-bread hiring technology that helps staffing operators onboard new employees quickly and consistently. Their self-guided process makes it easier for new hires to complete hiring packets compliantly from any device or any place, while reducing the physical paperwork and helping you with onboarding requirements.

COATS Staffing Software also offers their staffing agency clients an [employee](#) and [client portal](#). Employees are able to pull their own pay stub details, W-2, note their work availability and other critical information through the intranet, as needed. Clients are able to review their invoice details, payment history, assigned employees, add new job order requirements and more. These portals offer employees and clients a secure and unified access point, the ability to have continuous collaboration and access to review their account information.

Competition and Differentiation

With the rise of remote work, staffing agencies face increased competition from firms specializing in remote placements. To stand out in this competitive landscape, agencies must differentiate themselves by offering specialized remote staffing services, providing exceptional candidate support, and building strong relationships with client companies.

According to [NVT Staffing](#) in Washington, D.C., they are seeing many embrace remote work and their "temp-to-perm"

service also covers the ability to hire remotely for their client companies.

NVT notes, "We will take over the responsibility of finding, screening, selecting, and managing all of your remote hires. We ensure that there is no communication gap between you and your remote staff."

Flexibility and Adaptability

To succeed in a rapidly changing environment, staffing agencies must remain flexible and adaptable. This may involve continuously evaluating and refining remote work policies and procedures, staying informed about emerging technologies and best practices, and proactively addressing any challenges or concerns that arise.

Are some staffing agencies hiring remote workers right now? Yes, they are. Below is only page one of available remote positions from one staffing agency.

A quick search found that [Robert Half](#) has the following remote roles open as of 5/8/24:

- Controller - Remote/Permanent - Permanent - East Coast
- Remote HR Operations Coordinator - Temp to Hire - Los Angeles, CA
- Contract Administrator - Remote - Temporary - Los Angeles, CA
- Attorney/Lawyer - General Liability - Remote - Temporary - Philadelphia, PA
- Remote Hospital Medical Insurance Coordinator - Temp to Hire
- Litigation Associate - Remote - Permanent - Mission Viejo, CA
- Remote Litigation Paralegal - Permanent - Mission Viejo, CA
- Director of Technical Accounting - Remote Biotech - Permanent - Durham, NC
- Senior Accountant - Remote Public Biotech - Permanent - Boston, MA

The growing preference for remote work among temporary employees presents both challenges and opportunities for staffing agencies. Embrace remote work trends and adapt strategies. Position your staffing agency for long-term success in an evolving marketplace.



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ASK COACH

Mike

Michael Gionta

Strategies for Recruiter Success and Immediate Impact for New Hires

I have a plan to hire a few new recruiters. Should I hire somebody with experience? That's part one of the question. And second, no matter who I hire, how do I get them productive quickly? -Jeff

The Debate: Experienced vs. New Recruiters



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

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

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

My experience at my firm and my experience with my clients is that experienced recruiters who end up underperforming are really good at interviewing and telling you why it was the owner's fault that they weren't successful. So, The philosophy we teach, Jeff, is that [you're better off training a new recruiter than retraining an old one](#).

Cultivating a Culture of Productivity

You want to create a culture of productivity. Unfortunately, most recruiters don't talk to more than three or four people a day, which is unacceptable. Even people with great relationships will struggle to create sustained success with so little activity.

I don't care how old they are; I've hired people from 21 to 65. As recruiters, age never dictated their success. Their passion to make something happen in their career and their life did.

Key Interview Strategies for Identifying Top Recruiting Talent

Crafting Impactful Interview Questions

First, a great question is: What do you want to make happen in your career that you've been stuck with or unable to create so far? What we're looking for is control over their destiny.

For example, I remember I hesitated to hire the candidate because he had a straight salary job with a small bonus working for a great company. It just doesn't pass the test of reason. You'll have to take a \$10,000 cut in salary.

I'll get you to that income level with commissions and beyond next year. Please help me understand why you would quit a job with such security. I knew, but I wanted to see the candidate's reaction.

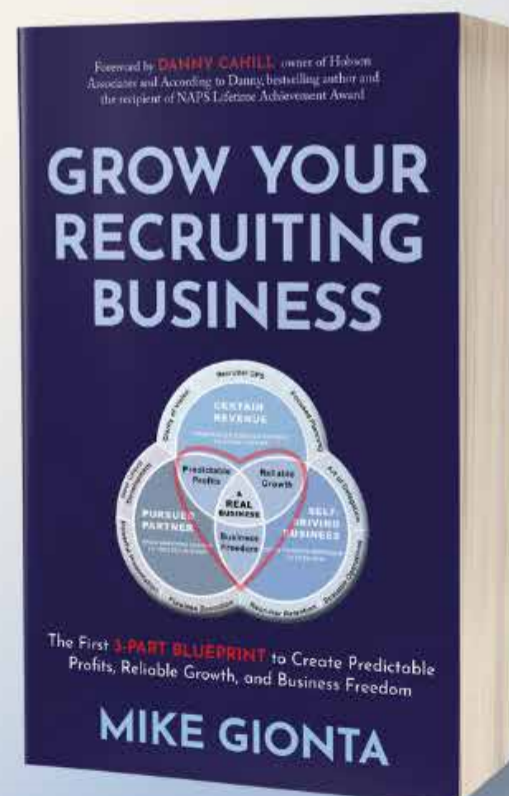
I will never forget. He turned red and said, I worked my butt off last year, and I got a 3% raise. The guy sitting next to me always goofed off and barely finished his job. I'm going to give you one guess, Mike. The size of his raise check was 3%. He goes, yep. It does not pay me there to work harder. I

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



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am hearing from you, Mike, that if I do what you tell me, I can make X amount. I'm like, yep. That's why.

After his first year, he did \$350,000 to \$500,000 in production every year. In sum, that is what you are looking for, a desire to make something happen.

Assessing Candidate Potential Beyond Experience

Why is the income was significant? Because **a lot of people say they want to make more money, but I want to know precisely why.**

Let's say they are making \$50,000 a year now and want to make \$75,000. Maybe they want to make \$100,000. What are they going to do with the extra? Where does an additional \$10,000 or \$20,000 that you are going to earn net of taxes, where does it go? What are you using it for? Income is like a thermostat. If they do not have specific allocations for additional income, when they hit the \$50,000 mark, they've created a certain level of warmth, and the furnace goes off.

That is an area to dig. It is why I loved hiring and had the most success with people without experience. I set very rigid expectations and boundaries around what it would take to be successful in my firm.

How Do You Get New Recruiters Up and Running Quickly?

Structuring Your Training Approach

One, I find most recruiting firm owners over-train early on. We would start recruiters with a day and a half of training and a few videos on approaching a candidate. I would have them focus on the candidate side or the business development side only, one or the other, most on the candidate side doing recruiting.

I put them on an opening. It is not a search or a retainer. It is probably a class B- opening. I am not responsible for filling it. Subsequently, I would actually tell the hiring manager I put the new person on something that is not exclusive because, one, the new hire might quit or the new hire might not be able to produce candidates quickly enough in their first few weeks to warrant what an engaged or an exclusive would bring. It is a great training ground for new people. You will make some placements on some of these searches without the accountability to the client.

Most recruiting firm owners are reluctant to hire somebody and put them on a search because they go, well, I cannot put them on any of my good stuff. I'm like, no, you should not. Conversely, you should put them on something that is B-, a hiring manager contact, decent fee. I am less concerned about the fee and more about the hiring manager's contact for the training purposes of the new recruiter.

Defining Clear Performance Goals

Next, this is almost mandatory. You tell the new hire to make 15 conversations daily (they have to hit 15 or be fired). If you put them on the business development side, it is with prospects. If it is on the candidate side, it is with candidates.

You might say, Mike, that is just unrealistic. Here is my data. We have clients doing it this month with new hires. It is getting them set up right, having a researcher dig up and create some lists for them, and having lists for them to call so they are not going through LinkedIn profiles. Within

my client base and my firm, I never had someone hit 15 conversations a day and fail. I'll say that again – I never had somebody hit 15 conversations a day and fail.

Now, I have had people hit 15 conversations a day, stay with me for 3 to 6 months, make a couple of placements, and quit because they did not like the job.

Setting and Managing Expectations

Here is where I see managers fail. Someone comes in at 13, and you're like, oh, geez, Bob, really good start. And they say, oh, I'll do better tomorrow. There is just this friendly conversation around it. I promise you, 9 out of 10 times, the person that hits 13 and they were not held accountable is 12 or less, and then they end up within a week it is 6, and then they are struggling to survive.

People leave because they are not making any money, and it is water torture because they're extending their period of failure. The 15 a day is getting failure out of their system. Reps, reps, reps is where we get better. Whether you are a baseball player at a batting cage, a golfer at the driving range, or a swimmer taking laps, we get better in reps. The more they hear no and pivot those conversations, the more they overcome objections, the quicker they develop their skill. Fifteen conversations a day build good discipline.

Again, when I interview them, Jeff, I say, if we come together, you have to agree to do exactly, specifically, and precisely what I tell you to do, and one of those things will be 15 conversations a day. If they have no recruiting experience, they have no idea what I am talking about. If they have no recruiting experience, they are not prejudiced.

Balancing Theory and Practical Skills

Many people ask me if the 15 calls a day are for forever. No. Once they are up and running and producing candidates consistently, meaning they can arrange 2 to 4 interviews per week with their candidates, then I hold them accountable for the number of candidate submittals that I set up on interviews. Unless they start missing the candidate submission goal, I back off the presentation count.

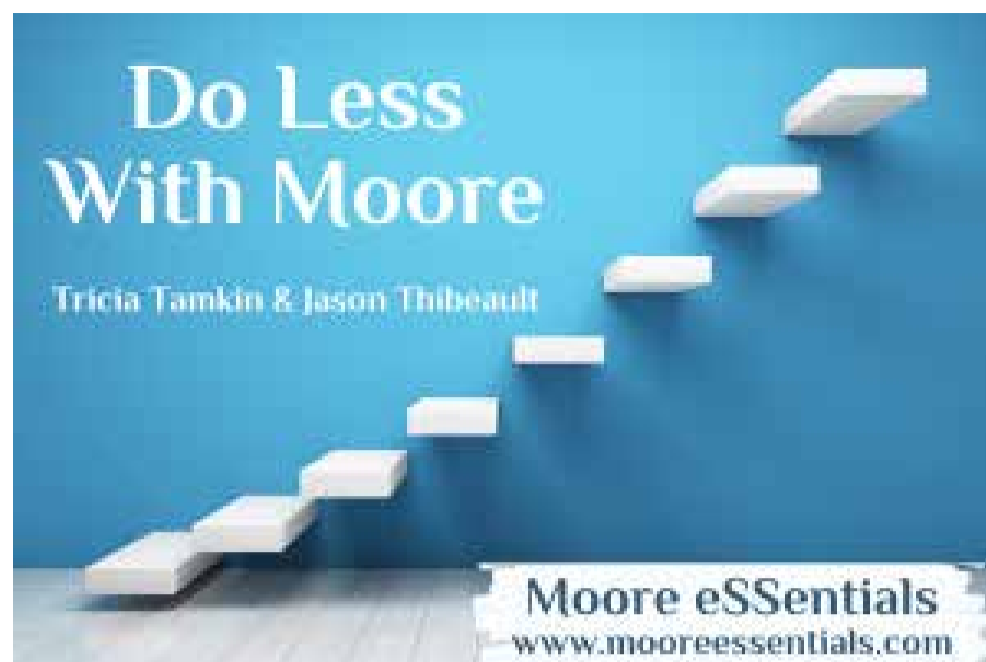
You might think of this as micromanagement. Hiring seven people to keep one, which was the old model, is much more time-consuming than having a 20-minute accountability meeting every morning where you ask, how many presentations did you make? At 14 or below, I'm like, if you do this again, you will not continue here. At 15 and above, what did you do to hit that? What do you need from me to support you in doing that again today or tomorrow?

The last part in getting them up and productive quickly is not their first week, but in their second week, you start listening to bits – not the entire- but bits of 2 or 3 calls per day. 80% to 90% of the problems that recruiters have with a candidate conversation usually occur in the first 3 minutes. Usually, they did not hear something the candidate said. They did not ask a tough enough question. They stayed married to a presentation on an opportunity without listening to the candidate. Again, if you have been around the business, you all know what those situations are.

Fantastic question. Thank you very much. If you like what you heard and you want to learn more go to therecruiteru.com.

The Power of Precision in Goal Setting for Recruiters

By Jason Thibeault



Why Vague Goals Are a Recruiter's Roadblock

In the realm of recruiting, having clear, specific goals is not just beneficial; it's essential. Just as in any aspect of life, many recruiters have aspirations – to build a successful firm, to be recognized as a top headhunter, to expand their network. The stumbling block lies in the vagueness of these ambitions.

The Danger of Ambiguity

Consider this: A recruiter says, "I want to be the best in my field." It sounds impressive, but what does it really mean? Without specifics, this goal is like trying to hit a target in the dark. Vague objectives are not just unmeasurable; they're practically unattainable. Equally as vague, "I want to be a better recruiter."

Crafting Detailed, Actionable Goals

The key to overcoming this hurdle is specificity. Let's take the goal of "I want to be the best recruiter." Transform it into something detailed:

1. Define 'Best': What does being the best recruiter mean to you? Is it the number of successful placements, client satisfaction, or recognition in a specific industry? Are you scorekeeping the best profit lines, most renowned... tallest?
2. Set Measurable Targets: Instead of a nebulous ambition, set concrete, quantifiable targets. For example, "I will successfully place 50 candidates in tech roles this year," or "I will achieve a 95% client satisfaction rate."
3. Reverse-Engineer Your Goals: Break down these targets into smaller, actionable steps. What do you need to do daily, weekly, or monthly to reach these milestones? Some people find stepping backward, imagining how to arrive at each step, to be their key to planning successfully.
4. Visualize the Outcome: Imagine the details of your success. How does it impact your daily routine, your interactions with clients and candidates, and your personal growth? You can't mimic the actions until you've identified them, and seeing your "why" will keep you on track.

The 'Movie' Technique

Picture your goal as a movie scene – visualize the minute details. What does a day in the life of the "best recruiter" look like? How do they start their day, interact with clients, handle challenges? This visualization not only motivates but also helps in strategizing your approach. You're going to be method acting, welcome to Hollywood, Baby!

Specificity: A Non-Negotiable in Recruiting

In conclusion, specificity in goal setting is not optional for recruiters; it's a requirement. It's the difference between wandering aimlessly and walking a defined path to success. By setting precise, detailed goals, you're not just dreaming big – you're paving a clear, actionable road to achieve those dreams. Stop generalizing, start specifying, and watch as your recruiting career transforms from vague aspirations to vivid achievements. Dreams need goals, goals need a plan, plans need action.

If you're ready to step up your recruiting career, explore Moore eSSentials Group Coaching, and receive a 10% discount when you enter this coupon code: EMINFO2024. If you want to talk with Jason directly, text him at 630.779.0371, but make sure to identify yourself and reference this article.

Owner's Outlook



Barb is recognized internationally as one of the top experts in the Staffing and Recruiting Profession. She has addressed audiences in North America, Asia, Africa and Europe. Barb has developed web based training programs that are distributed in several countries, she writes for numerous publications & authors one of the most widely read online publications, The No BS Newsletter. She has authored several books, created mobile apps & is often quoted as an industry expert. Barb became a trainer to promote responsible recruiting & to allow owners, managers & recruiters to make more money. 100% of Barb's Top Producer Tutor clients have increased their sales & profits. Barb also developed Happy Candidates to allow Staffing & Recruiting Firms to focus on the 5% of candidate flow they place, but also provide an amazing resource for the other 95%. The resource has provided many benefits for owners which include: increased referrals, elimination of the greatest time waster (time spent on candidates you won't place) increased sales and dramatically improved word-of-mouth advertising. Barb has been, is & always will be defined by making a difference in the lives of others including the candidates we can't place on an assignment, contract or job. Most recently Barb created & launched an easy to use Metric Tool called The Sales Performance Indicator which includes the proven 140 point system. This tool alleviates inconsistent production, helps prioritize activities & predicts trends. Barb speaks at conferences, conducts webinars & provides in-house training & offers consulting. Her ideas are easy to implement and participants realize a strong return on their investment of time & money. Bottom Line: Her enthusiasm and passion for this Profession are contagious!

Unlock Team Potential And Elevate Performance

by Barbara Bruno

It is difficult to identify, attract, and hire the over-achievers who have the capabilities to become Big Billers. Once you have hired this potential superstar, you now have the challenge of training, motivating, retaining, and effectively managing them. If you don't bring out the best in your employees, their next employer will!

The following are five techniques that will help you bring out the best in your sales team:

1. Share Specific Expectations

It is important to outline very specific expectations for the individuals you supervise. Recruiting is a sales profession, and sales is a numbers profession! Make sure you keep statistics on every person you supervise so you will be able to provide them with their individual ratios after 120 days. You can tell each employee the exact results they need to achieve each day to achieve their production goals.

Create a list of expectations when you initially hire a new employee. Write down what you expect of them, and what they can expect of you. Managers often tell me their recruiters are not meeting their expectations. When I ask what those expectations are... often they cannot answer my question. How can someone meet your expectations when they don't know what you expect?

Write down minimum standards, average performance, and above average performance in all critical areas. No one wants to achieve minimum standards and now you have statistics that will help you guide them. When you know the individual ratios of all your employees, you will accurately predict production and they will predict their income!

2. Establish High Standards

Have you set a Standard of Excellence for yourself and your employees? As a business owner, you set the tone and pace for your employees. They will look to you as their coach, mentor, and an example to follow. If you want to raise the bar in your company and create a Company Culture of Excellence, you need to review where you currently are and what steps you need to take to achieve levels of excellence.

The following are five Standards of Excellence practiced by successful entrepreneurs. These will help you focus and achieve your goals:

Standard One:	Leadership
Standard Two:	Communication
Standard Three:	Quality
Standard Four:	Collaboration
Standard Five:	Tenure

3. Create An Environment Where Failure Is Not Fatal

You don't judge a person's level of success by the number of their successes, but rather on the failures they overcome! Successful people fail more because they try more. When you hire an overachiever, they will want to try more, be more creative, and will therefore make more mistakes.

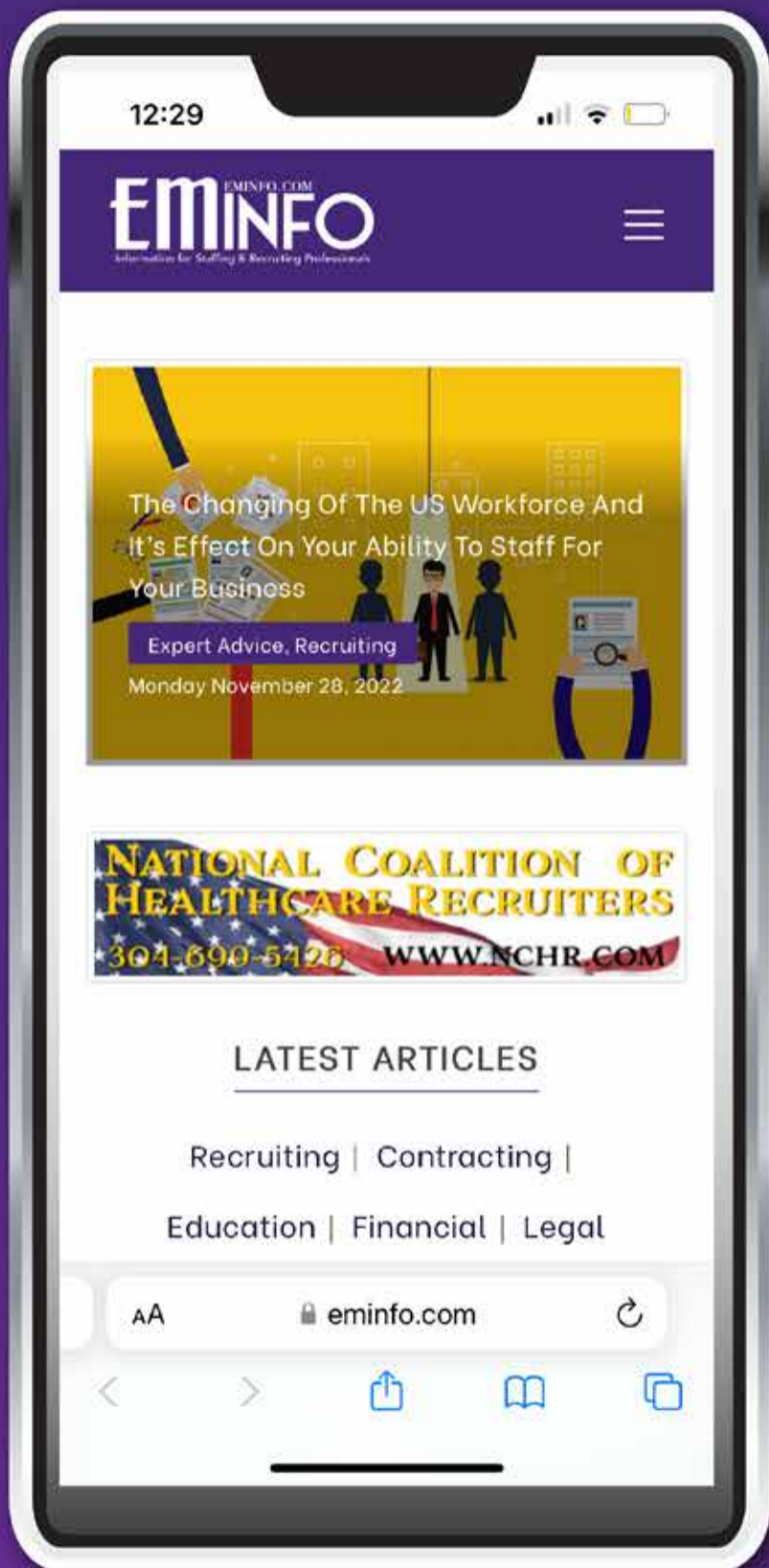
It is very effective to view a mistake or failure as a learning experience. There are many skills and techniques that must be mastered to become a Big Biller. You don't want your sales team to become an extension of you! You want them to be self-motivated, independent, and intelligent enough to make decisions. It empowers your employees when they know failures are not fatal!

When your employees are empowered to make decisions and possibly mistakes, the result will be increased profits for your company. Make failures a learning opportunity so your team continues to learn and improve the level of success they attain.

4. Teach Your Employees To Watch And Emulate Successful People

A few years ago, I had a Wealth Coach make this statement to me, "The

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quickest way to escalate your wealth and success is to change the five people you hang around with most!"

My initial reaction was not positive. I thought it was insensitive and cold to think you had to change your friends to become successful. Ironically, I've found this statement to be very true. When I review the people that I spend the most time with now, they are not the people I spent my time with several years ago. However, I did maintain those prior relationships.

Teach your employees to watch and emulate successful people in your office and in our profession. Big Billers love to talk about how they became successful! Listen and learn!

5. Recognize And Applaud Achievement

The recruiting profession is a sales profession and there is tremendous emphasis placed on personal production. Too often the only achievements we reward are placements. Our top producers become our superstars, winning most of the contests, bonuses, and incentives we offer.

It is extremely important that you also recognize and applaud outstanding efforts and small wins. It could be something as simple as a great marketing or recruiting presentation, someone booking multiple send outs in a single day or helping another member of your sales team. Office morale will dramatically improve when you implement recognition and rewards.

When you implement these techniques, you will unlock your team's potential and elevate their performance.

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



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MIDSIZED RECRUITING Growing Companies STAFFING SMALL



Benchmarking And Addressing Underperformers

By Michael Neidle

In business, the pace of change is incessant, rising ever faster with fierce competition. This is what the free market and capitalism are all about. This requires that companies need to be on their toes at all times, less they either lose their competitive edge or are left behind. Therefore, the performance of every employee becomes crucial to the overall success of an organization. An underperforming employee, especially one within a group holding similar responsibilities, can significantly impede not just the team's progress but potentially broader organizational goals. In some cases, the phrase

"government mentality" becomes the norm without a strong manager, the least productive employee becomes the standard of performance, and the entire group egresses to the mean and infects the entire unit. Tackling this issue requires a sting but nuanced management approach, emphasizing both quantitative benchmarks and the cultivation of interpersonal skills within the group. This article explores a comprehensive two-step strategy designed to uplift an underperforming employee, grounded in transparency, measurable goals, and personal development.



deficiency and excellence, providing a clear picture of where improvements are needed. The rationale is not to foster a sense of inadequacy but to set a tangible benchmark for excellence.

> By making metrics the measure of success, we turn metrics from a chore into currency. However, there needs to be checks and balances on their data to ensure its accuracy.

Step 1: Benchmarking Performance through KPIs and Metrics

The first phase in addressing underperformance is to conduct an objective assessment of the employee's output relative to their peers within the same group or industry. This approach presupposes access to relevant external data on current performance and trends, more specifically, Key Performance Indicators or KPIs and other critical metrics that define how most successful people achieve success by making their numbers, or benchmarking. Without outside metrics, the group can develop its own standards by tracking a) the performance of the top quartile of the top performer data over time as well as b) the top quartile of the group's performance over time and identifying the upper quartile of their group's results. The higher the two numbers are then set as the standard, the standard of performance, or the "plan." This is as, we have demonstrated that we have achieved these results albeit 1/4 of the time, so it is achievable. so that becomes our standard. Obviously, we must have the data checked for accuracy to avoid setting unrealistic goals Or, (GIGO garbage in, garbage out.

> The top performer should be showcased and publicly recognized. Their achievement should also receive commensurate rewards with a reward, be it financial or some other way. Others should be motivated to reach that level for a healthy competitive environment.

> This comparative analysis should highlight areas of

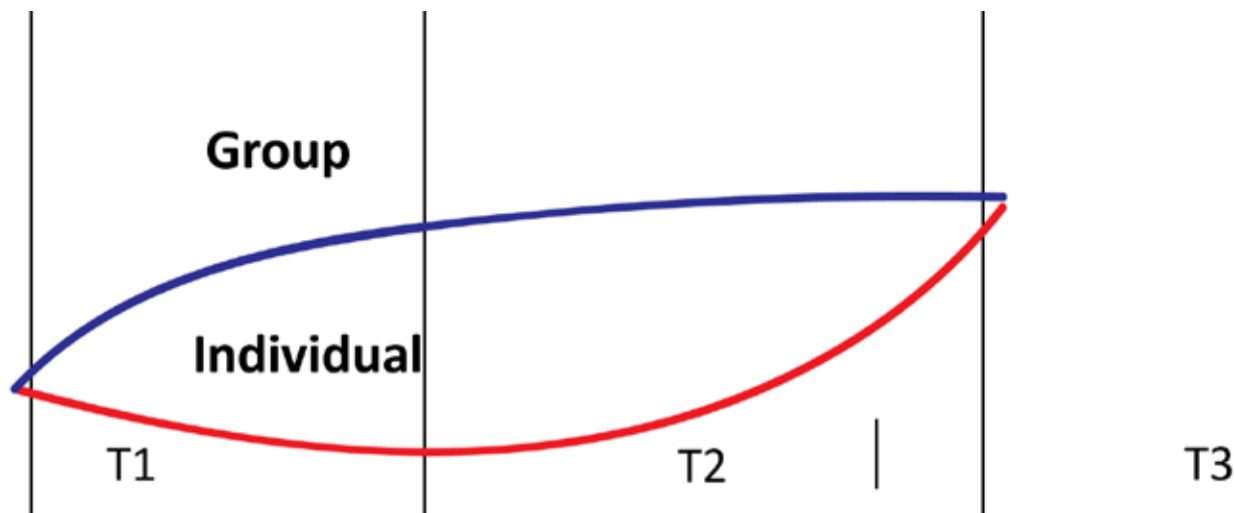
Developing a Customized Improvement Plan: With the disparities between top performers and others laid bare, the next step involves crafting a personalized development plan aimed at bridging the gap. This plan should outline specific, measurable objectives, timelines for achievement, and the resources available for support. Such a plan might include targeted training sessions, mentorship arrangements, and regular review meetings to assess progress. This is in the form of a variance to the plan and trends analysis so one can not only see where they are now but how they are trending, up or down in the right direction.

As seen below, the individual was below the group and trending down at time T1. After working with that person to improve their metrics this was arrested that trend at T2. This person then climbed up upward, intersecting the group that stagnated at T3.

Step 2: Enhancing Interpersonal Skills and Team Integration

While hard skills and measurable outputs are crucial, the importance of interpersonal skills cannot be overstated. An employee's ability to communicate effectively, understand their role within the team, and be perceived as a trusted member is equally vital.

Fostering Effective Communication: Coaching on communication strategies can help employees express ideas more clearly, listen actively to colleagues, and respond constructively to feedback. Emphasis should be on verbal and non-verbal communication skills, ensuring they can navigate the nuances of workplace interactions.



Understanding Role and Group Dynamics: Guiding the employee to a deeper understanding of their role within the team and how it contributes to the group's and organization's objectives is crucial. This awareness fosters a sense of purpose and belonging, key drivers of engagement and performance.

that blended performance benchmarking with intensive soft skills training, including empathy, conflict resolution, and teamwork. The initiative led to a marked improvement in customer satisfaction and a decrease in employee turnover, showcasing the dual importance of hard and soft skills.

Building Trust and Reliability: Trust within a team is foundational. Initiatives to bolster the employee's reliability and integrity can significantly impact their integration and the perception of their performance. This involves consistent delivery of commitments, openness to feedback, and active participation in team activities.

Example 3: Financial Services Firm Enhances Analyst Performance

A financial services firm used a detailed analysis of performance metrics to identify underperforming analysts. Through tracking their PIs direct mentorship, participation in industry conferences, and a series of workshops on analytical techniques and presentation skills, these analysts were able to improve their performance significantly, contributing to an overall increase in the firm's market insights quality.

Examples from the Business World

Example 1: A Tech Company's Turnaround Story

A notable tech firm identified a group of underperforming software developers. By implementing a benchmarking system that highlighted their performance against the top quartile within the industry, coupled with personalized coaching and skill development sessions focusing on agile methodologies and effective team communication, the company saw a significant turnaround. Over six months, the group not only met their KPIs but also reported higher job satisfaction and team cohesion.

Conclusion

Addressing underperformance is a complex challenge that requires a balanced approach, focusing on both the tangible aspects of job performance and the intangible elements of team dynamics and interpersonal skills. By benchmarking against industry or group standards and fostering an environment of growth and development, leaders can not only improve individual performance but also enhance team functionality and organizational success. The examples provided underscore the efficacy of this dual approach, offering valuable lessons for businesses across sectors. Through persistent effort, transparent communication, and targeted development initiatives, underperforming employees can transform into key contributors, driving forward the collective achievements of their teams and organizations.

Example 2: Retail Chain Success through Personal Development

A national retail chain struggling with customer service scores targeted underperforming employees for a program



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



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How to Supercharge Your B2B Google Search Campaign Results

By Erin Helms

If you're using a Google search campaign as your paid media to attract new client prospects, you know the right message at the right time is critical.

The average cost-per-click for a B2B Google search campaign has been slowly increasing over the years as more companies turn to Adwords to attract new business.

So how can you retain your competitive edge without spending more money?

Use Customer Match

I regularly ask my clients if they have a customer list we can use in Google, sometimes annoyingly so. You may be familiar with using a list in Facebook ads to reach your target audience. Google started giving access to this feature in select accounts roughly mid-2022, and it's now available to most campaigns.

With Google Customer Match, you can use your offline and online data to reach and re-engage with your existing client base. Cookies will eventually be a thing of the past; that isn't new news. Customer match will keep your message in front of those warm leads you worked hard to collect and remind past clients what an excellent service you've provided. The cost-per-click on a Customer Match list is often much lower, helping you stretch your marketing dollar further.

Google Customer Match has some asset requirements, so review the restrictions and rules before haphazardly uploading a list on your own.

Use Call-Tracking Features

Believing that contact form completions or talent request forms are the only way to measure leads from your PPC campaign is a fool's assumption. With call extensions, we can measure how many users tapped "click-to-call" directly from your ad on their mobile device.

Giving the user the option to click-to-call directly from your ad saves them the hassle of visiting your site, finding your number, and dialing it up. It shortens your prospects' path to conversion and gets your phones ringing. The average CPC on a call-extension is also lower than clicks on the Headline, helping you stretch your dollar a little further.

Call extensions are one of many ways to get your phones ringing. Google has several related options for capturing phone leads, including Call Ads, Local Ads, and Call Forwarding scripts. The "best" option will depend on your goals, budget, and overall strategy.

Evaluate Your Impression Share

Google Adwords gives each campaign an Impression Share (IS)

number. How Google determines this number has many factors, but for simplicity's sake, we can consider this number your market share (i.e., how frequently your ad shows to a user when they search for the keywords you are bidding on).

Spend smarter - not harder. Get more bang for your buck by evaluating your overall campaign IS and your keyword-level IS. You can improve your IS and show your ads more often by revising your geo-targeting. For example, do you need to cast a wider net? Can you reduce your geo-targeting at all?

You can also improve your IS by refining your keyword lists (bidding on every version of a keyword you can think of is an outdated strategy). You can also revise your ads to improve your ad relevance score, which is one of the complicated factors that impact your overall ad rank - and IS.

Spending more on ads is sometimes the best option, but if your market is competitive and you're not willing to sacrifice targeting, it might be the only way to show your message more often after exhausting other optimization strategies.

Work with the staffing industry specialists!

Google Adwords is a complex and ever-changing channel, and keeping up with PPC best practices and new strategies is time-consuming. The [PPC team at Haley Marketing](#) is an enthusiastic group of data geeks, and we'd love the opportunity to manage your Google campaign. [Contact us](#) today to discuss your digital marketing needs.

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Gen Z, or 'Zoomers' are set to overtake Baby Boomers in the full-time workforce. (Glassdoor)



AI and Automation

92% of HR leaders are planning to increase the use of AI in various aspects of talent management. (Eightfold)



Data-Driven Recruiting

Employers are increasingly adopting people analytics and data-driven HR practices for more informed workforce decisions. (Forbes, Net Talent)



Skills-Based Hiring

Prioritizing skills over traditional hiring methods becomes more prevalent. (SHRM)



RTO and a Shift to Smaller Companies

Mid-sized and small companies are attracting talent with less rigid remote work policies. (Glassdoor)

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NEWS RELEASES

NPAworldwide Honors Nerissa Reyes of Avanti People Partnership with Prestigious Chairman's Award

Nerissa Reyes of Avanti People Partnership in metro Manila (Philippines), is the recipient of the 2024 NPAworldwide Chairman's Award. The Chairman's Award, established in 1996, recognizes a current or former NPAworldwide owner, manager, recruiter, or staff member, whose contributions and service to the network represent substantial and lasting benefit. Nominations are sought from the NPAworldwide membership, and the board of directors selects the recipient.

Avanti People Partnership (www.avantipartnership.com) joined NPAworldwide in March 2006. Nerissa Reyes established the business in 1995.

"Through unwavering dedication and exceptional leadership, Nerissa Reyes has exemplified the spirit of excellence within our global network. Her commitment to fostering collaboration and driving results sets a standard for all members to aspire to," commented NPAworldwide president Kerry Crockett. She continued, "We are proud to honor Nerissa with the Chairman's Award, recognizing her outstanding contributions to NPAworldwide and the recruitment industry as a whole."

"I am proud to have served as the first woman Asian-Australian board chair for NPAworldwide. NPAworldwide has been an advocate of diversity and inclusion, and allowed me to live life to the fullest. I will continue to go where there is no path and leave a trail," remarked Nerissa Reyes.

The Chairman's Award was presented during a special luncheon at the recent NPAworldwide Global Conference in Salt Lake City, Utah.

About NPAworldwide. NPAworldwide is a 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.

Terracon Names Jacob Brice Hickman Industrial Sector National Manager

Terracon, a leading national consulting engineering firm comprised of engineers, scientists, architects, facilities experts, and field professionals, has named Jacob Brice Hickman industrial sector national manager. He will be responsible for business and client development strategy and relationship management with key clients across industrial sectors.

"I am grateful for the opportunity to join Terracon's team as we continue to build upon the company's long history of success and continuous growth," Hickman said.

Hickman will be leveraging more than 20 years of experience in business development for major public and private organizations in the southeastern U.S. Before joining Terracon, he most recently served as business recruitment manager for Duke Energy serving several states. Hickman earned a Bachelor of Arts degree in Business/Economics from Randolph-Macon College in Ashland, Virginia. He is based in Terracon's Greenville, S.C. office.

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Letter From The Editor



The only constant in life is change. Recruiting and staffing professionals help guide clients to candidates that can bring positive change to their company as they grow. In this current economic climate finding a perfect fit and convincing them to make a change is tough. So is the hot topic of mental wellness in the workplace.

As a recruiter trying to convince a client to accept your candidate or vice versa, get the candidate to accept a job, what criteria could be a game changer? How do you know that mental wellness is important? Being proactive about a topic like mental wellness needs to be addressed carefully when asking what resources the company offers.

Ideas to share when talking about Mental Wellness

Do they offer a Supportive Culture?
Open Communication: Encourage open discussions about mental health to reduce stigma.
Leadership Commitment: Ensure leaders and managers are trained to recognize signs of mental health issues and are committed to supporting employees.

Offer Professional Support:
Employee Assistance Programs (EAP): Provide access to confidential counseling and support services. Include comprehensive mental health coverage in employee health insurance plans.

Promote Work-Life Balance:
Flexible Working Arrangements:
Offer options like remote work, flexible hours, and part-time schedules.
Encourage employees to take regular breaks, vacations, and personal time off.

Advice from thought leaders in this issue will stimulate ideas. Establishing peer networks and attend live events can help your company grow too. Talking rather than just emailing and texting can lead to conversations that will evolve better than just using technology and AI(not a human).

As someone who has been lucky to travel for years to industry events those conversations in the hallway, on the elevator or during the happy hour can actually lead to solutions that may not have been thought about. It's also good to see old friends and make new ones while learning about new tools and technologies.

Enjoy the outdoors during the longer daylight hours of summer! Happy Recruiting....

Pat Turner

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