# New Overtime Laws Effective July 1

## The Power of Remarketing Ads: Enhancing Your Recruitment

## How Software Can Keep Your Healthcare Staffing Practices in Check

## Navigate the Staffing Industry Landscape

## Older Americans in the Workforce: A Trend Requiring Special Attention

# Contents

# In Every Issue. . .

# DID YOU KNOW?

* A Pay Package Calculator that is integrated with the GSA Rates Calculator and built into your healthcare staffing software will be a game changer. This can save hours of time by providing instant calculations.  It will also help you accurately calculate gross margins to drive revenue growth.  pg 6

* With Google remarketing, you can create highly targeted campaigns. By using strategies like contextual targeting, conversion filtering and frequency capping, you can ensure that your ads are shown to the right people at the right time, increasing the likelihood of clicks and conversions. pg 7

* Recruiters should be aware of new overtime laws which have taken effect this past July 1st. The US Department of Labor increased the minimum salary threshold on standard salary overtime pay from $684/wk. or $35,568/yr. to $844/wk. or $43,888/yr.  pg 9

* From industry-wide conferences to regional events and ongoing educational opportunities, there's a wealth of resources available to help your staffing agency thrive.  pg 11

*   A recent Gallup survey determined the average retirement age was 62 in 2023, up from 59 earlier in the millennium and expected to continue to rise. pg 13

* So here's a little motivation to shift your questioning strategy. **Your power lies in the quality of the questions you ask.** pg 15

* The most admired recruiters are those who tackle challenges head-on. They don't just plan; they act. They adapt to market changes, learn from rejections, and continuously hone their skills. pg 17

* AI is reshaping various sectors, from healthcare to transportation, and is poised to transform the labor market. use of technology. pg 18

# Events & Trainings



**WASS Wednesday Coffee Breaks**
Wednesday, Aug 21st, 2024
11:30 am - 12:30 pm CST via Zoom
Register Here



**SMART IDEAS Summit 4**
Sep 17, 2024
9am EST via Zoom
Register Here
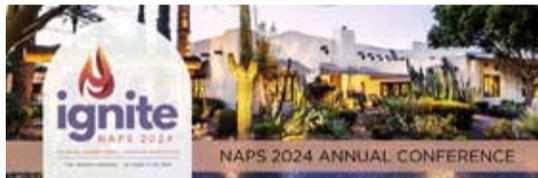


**The NAPS 2024 Conference**
October 27-29, 2024
The Wigwam in Litchfield Park AZ.
Register Here



**11th Annual WASS Legislative Conference**
November 14, 2024
The Madison Club - Madison, WI
Register Here



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# How Software Can Keep Your Healthcare Staffing Practices in Check

By Jennifer Roeslmeier Mikels

The healthcare staffing industry is complex and unlike any other industry. Having the right software tools by your side can help simplify the ever-growing complexity of healthcare staffing. Between credential management and compliance to calculating pay packages and managing shifts, these essential needs of healthcare staffing can be made easy with the right healthcare staffing software solution.

The healthcare industry continues to be one of the fastest growing industries in staffing. Whether you currently staff healthcare professionals or are looking to get into the industry, in this article we will discuss how software can help keep your healthcare staffing practices in check. Healthcare staffing software will give you an upper hand to staff healthcare professionals faster, improve your communication with facilities and healthcare professionals, and ultimately grow your staffing business.

## Managing Credentials

Credential management and tracking is essential in healthcare staffing. You need to ensure you are only placing candidates that have the proper credentials for a position. Managing credentials manually can cause error and can also increase your time to hire. Credential management tools in healthcare staffing software will help you place candidates with the correct credentials and prevent you from placing candidates that either don't have the credential or have expired credentials.

There are many components to credential management. The first component is the ability to store licenses, certifications, and other necessary compliance pieces, in addition to, dates granted, expiration dates, license numbers, and more. Having this information stored in a candidate profile gives you immediate access to all the information you need to know about a candidate.

A second important component to credential management is the ability to send automatic reminders through email or text to individuals that have credentials expiring or expired. This alerts the employee of their credential expiration date and will prompt the employee to provide their updated credentials, otherwise they won't be able to be placed. This helps both staffing agencies stay on top of expired credentials, but also helps the candidate ensure they are keeping their credentials updated. There may also be a credential expiration report that can be pulled from your healthcare staffing software to further track the employees that have expiring credentials.

The third major component of credential management is the prevention of placing candidates that have missing or expired credentials. This is essential as you never want to place a healthcare professional that doesn't have the proper credentials. Healthcare software will help prevent candidates from being placed who don't have the credentials.

## Scheduling & Shift Management

Scheduling healthcare professionals and managing their shifts is one of the everyday tasks you do most in healthcare staffing. Healthcare staffing software will help you manage shifts and match healthcare professionals with positions. Some healthcare staffing software solutions may even offer a color-coded shift schedule to help you easily identify which shifts are in progress, pending, open, upcoming, and more.

A major task that healthcare staffing software can help with is managing shifts in bulk. The ability to bulk modify shift start/end dates, start/end times,
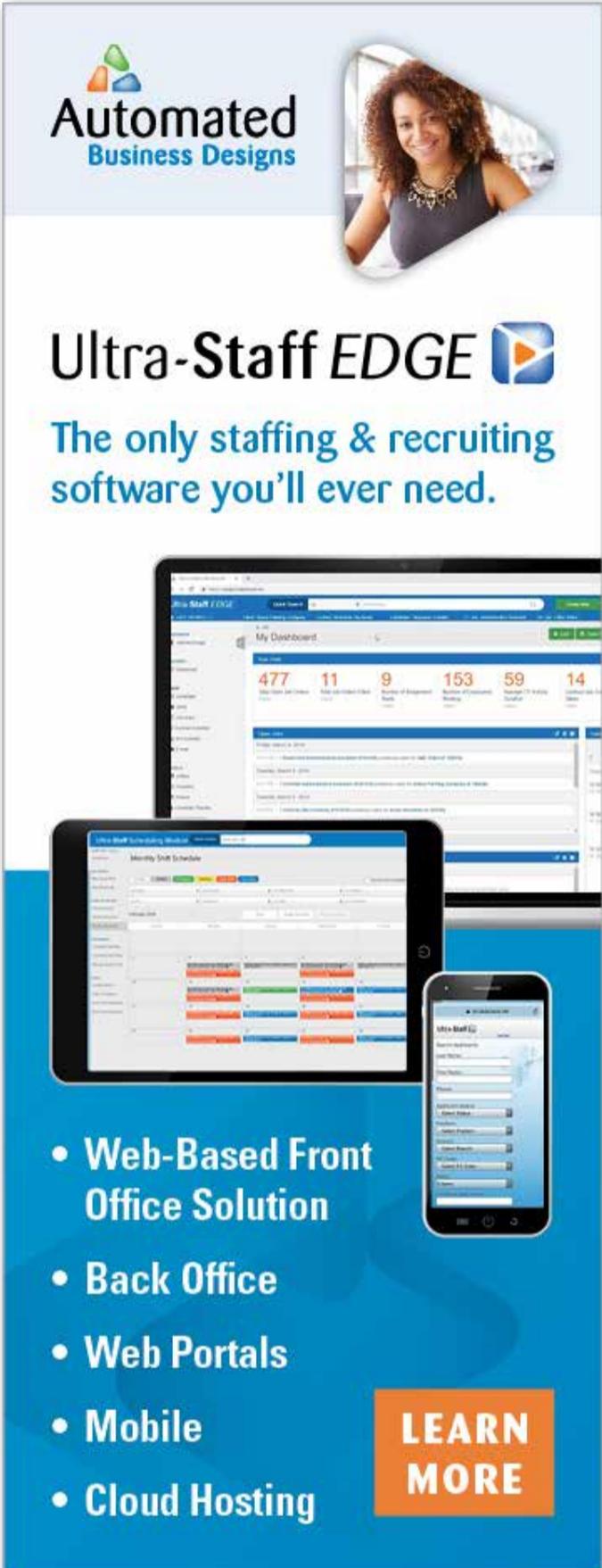
Senior Digital Marketing and Brands Manager at Automated Business Designs E-Mail: Jennifer.Roeslmeier@abd.net Automated Business Designs develops the enterprise class staffing and recruiting software solution, Ultra-Staff EDGE. Designed for temporary, direct hire, and medical staffing, Ultra-Staff EDGE 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.

quantity, reporting information, credentials, skills, and more is important to help manage a number of shifts at one time. Healthcare staffing software that manages shifts in bulk could save you hours of time and increase your efficiency.

Another tool you may find in healthcare staffing software are "Won't Go/Don't Go" tools. If a facility doesn't want a certain employee or an employee doesn't want to work at a facility, the software won't place the employee at that location. This is a great tool to ensure you don't place a healthcare professional at a facility they shouldn't be placed at.

In general, healthcare software allows you to easily search your database for candidates that are the right fit for a position. Using the search features, lets you filter and narrow down

your search to find the best candidates, including searching for availability, schedules, credentials, and shift preferences. Without a robust healthcare staffing software solution, this detailed search and matching ability is limited.

Shift differentials are also very common in healthcare staffing. You may need to manage rate schedules by facility by role, by shift and unit. Healthcare staffing software can help you manage this and also auto-populate shift orders with the appropriate rates. It can also help manage special pay requirements such as per diem, stipends, and more.

## Pay Package Calculator

In healthcare staffing, you are managing many different shift types from long term assignments that involve sign-on bonuses to per-diem and other travel perks that require gross margin to be assessed. Calculating pay packages can be time consuming and complicated.

A Pay Package Calculator that is integrated with the GSA Rates Calculator and built into your healthcare staffing software will be a game changer. This can save hours of time by providing instant calculations. It will also help you accurately calculate gross margins to drive revenue growth.

A Pay Package Calculator will provide a detailed calculation and analysis of Pay/Bill Hours, Pay/Bill Rates, Overtime Calculations, Bonuses, Holidays, and more. The calculation will then provide your expected gross margin percentage and markup. Some built-in pay package calculators will even go a step further and give you the ability to send the pay package to your candidate for approval right from the pay package screen. This makes not only the calculation easy, but it makes it easy to propose pay packages to candidates with a click of a button.

## Communication and Self-Service Tools

Strong communication between healthcare professionals and facilities is essential in healthcare staffing. One way to streamline communication is the ability to email shift schedules to both facilities and employees right from your software. Depending on the software you use, you

might be able to send out daily, weekly, and monthly shift schedules. The ability to email shift schedules right from your software can strengthen your communication between both employees and facilities and ensure everyone is aware of the upcoming shift schedule.

Text communication with candidates can also be a great way to confirm shifts, offer shifts, or simply maintain relationships. Texts have an average open rate of 98%, so it is likely that your message will be seen. Having the ability to send text messages in bulk from the software is also a benefit to send shift opportunities to many candidates at once.

Furthermore, self-service tools for healthcare facilities and professionals can help set your staffing agency apart from your competition. Everyone wants to be able to complete tasks faster, easier, and on their own time. Self-service tools offered through a web portal can give both healthcare facilities and professionals access to everything they need. Mobile friendly web portals can even take it a step further. Healthcare professionals are on the go and aren't going to be by a computer often.

Through an employee portal, employees can be given access to enter availability, time, upload credentials, and view their work schedules. Likewise, facilities can use a client portal to view upcoming shift schedules, invoices, and reporting. These are just a few examples of self-service tools that can be offered. Not all healthcare staffing software solutions will have a self-service web portal option, so when assessing software solutions this is something to consider.

## Security & Data Protection

In healthcare staffing, you manage highly confidential and sensitive information. Software will help keep your data protected and secure. This can be done through the encryption of information, managing security access, and having your data backed up regularly.

Additionally, software solutions invest in different levels of security. When evaluating software, it is essential to ask what tier their data center is, the average uptime, and what data certifications they have to ensure they are compliant with industry standards.

## Healthcare Staffing Made Easy

The complexities of healthcare staffing are here to stay, but with the right tools, you can work more efficiently and streamline practices. By taking advantage of the technology in healthcare software, you can also improve your communication and workflow with healthcare professionals. There is no need to manage healthcare staffing practices manually when staffing tools are at hand that can help you manage the intricacies of healthcare staffing with ease.

*Ready to take your healthcare staffing practices to the next level? Schedule a demo of Ultra-**Staff** EDGE staffing software, an award-winning solution for healthcare staffing companies. Ultra-**Staff** EDGE is a full front and back office staffing software solution with Web Portals, OnBoarding, Shift Scheduling, and more. Visit www.abd. net to learn more. Read more from Jennifer Roeslmeier Mikels*

# The Power of Remarketing Ads: Enhancing Your Recruitment

*By Samantha Prost*

In the competitive world of recruitment, staying top-of-mind with potential clients is essential. One powerful tool that can help you achieve this is Google remarketing ads. This form of paid advertising allows you to reconnect with your previous website visitors who have already shown interest in your services by showing your ads to them as they browse other websites.

**The Benefits of Google Ad Remarketing**

***Increased Brand Exposure:*** By displaying your ads to visitors after they leave your site, you are increasing brand exposure and recognition. This can help build trust and make potential clients more likely to choose your firm.

***Cost-Effectiveness:*** Google remarketing ads are some of the most cost-effective ad campaigns available. Compared to search ads in competitive industries, remarketing ads can cost significantly less per click, making them a budget-friendly option for recruiters.

***Targeted Advertising:*** With Google remarketing, you can create highly targeted campaigns. By using strategies like contextual targeting, conversion filtering and frequency capping, you can ensure that your ads are shown to the right people at the right time, increasing the likelihood of clicks and conversions.

**How Google Remarketing Ads Fit into Your Strategy**

Google remarketing plays a crucial role in your overall online marketing strategy by allowing you to reconnect with potential clients who have already expressed interest in your services. By integrating remarketing with other tactics such as search ads and social media marketing, you can create a comprehensive strategy that effectively targets potential clients at every stage of their buyer's journey.

***Comprehensive Reach:*** Incorporating Google remarketing into your strategy ensures that your brand remains visible to potential clients even after they leave your website. This continuous exposure helps reinforce your brand message and increases the likelihood of conversion.

***Targeted Approach:*** By combining remarketing with other tactics, you can tailor your messaging to different segments of your audience, for example, employers vs job seekers, based on their behavior and interests. This targeted approach ensures that your ads are relevant and compelling, leading to higher engagement and conversion rates.

***Enhanced Conversion Tracking:*** Integrating remarketing with other marketing channels allows for more accurate conversion tracking. You can easily track the effectiveness of your remarketing campaigns and make data-driven decisions to optimize your strategy for better results.

***Increased ROI:*** When used in conjunction with other marketing tactics, Google remarketing can significantly increase your return on investment (ROI). By targeting users who are already familiar with your brand, you can achieve higher conversion rates and lower acquisition costs.

**Cost Considerations**

While the cost of Google remarketing ads can vary depending on your specific strategy and goals, it is generally less expensive than many other forms of online advertising.

Various cost-saving strategies can help manage your advertising costs while still achieving impressive results.

**Contextual Targeting:** By targeting users based on their browsing behavior and interests—visitors to your recruiting services page, for example, could be shown employer-focused ads—you can ensure that your ads are displayed to users who are most likely to be interested in your services. This targeted approach can help reduce wasted ad spend and improve overall campaign performance.

**Frequency Capping:** Setting limits on how often your ads are shown to the same user can help prevent ad fatigue and ensure that your messaging remains fresh and engaging. This can help improve the effectiveness of your remarketing campaigns while keeping costs in check.

**Budget Allocation:** By carefully allocating your budget across different remarketing campaigns and channels, you can maximize your reach and impact without overspending. Regular monitoring and optimization of your campaigns can help ensure that you are getting the most out of your advertising budget.

### How Remarketing Enhances Your Efforts

**Stay Top-of-Mind:** By appearing in front of people who have already shown interest in your services, remarketing ads help you stay top-of-mind as they consider their options. This can be crucial in a competitive industry like recruitment.

**Reinforce Your Brand:** Remarketing ads allow you to reinforce your brand message and value proposition. You can highlight your agency's strengths and why potential clients should choose to work with you.

**Drive Conversions:** Research shows that web users who are retargeted are 70 percent more likely to convert than those exposed to regular advertising efforts. Remarketing ads can significantly increase the chances of converting potential clients into actual clients.

**Tailored Messaging:** Since remarketing targets people who are already aware of your firm, you can tailor your messaging to resonate with this audience. This personalized approach can be more effective than generic advertising.

### Best Practices for Remarketing Ads

**Segment Your Audience:** Segmenting your audience based on their behavior on your website allows you to create more targeted ads that are relevant to each segment. By dividing your audience into groups based on their interactions with your site, such as pages visited or actions taken, you can tailor your messaging to better meet their needs and interests. This targeted approach can lead to higher engagement and conversion rates.

**Use Compelling Visuals:** Visuals are crucial in grabbing attention and conveying your message effectively. Use eye-catching images or videos that reinforce your brand message and value proposition. High-quality visuals can help your ads stand out and make a lasting impression on your audience.

**Test and Optimize:** Continuously testing different ad creatives and messaging allows you to identify what resonates best with your audience. By experimenting with different visuals, copy, and calls-to-action, you can determine which elements are most effective in driving engagement and conversions. Use this data to optimize your campaigns for better results, adjusting performance metrics to improve your overall ROI.

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Remarketing ads are a powerful tool in your recruitment business development arsenal. They help you stay top-of-mind with potential clients, reinforce your brand and drive conversions. By targeting people who are already aware of your recruiting firm, remarketing allows you to deliver tailored messages that are more likely to resonate. Incorporating remarketing into your business strategy can significantly enhance your overall efforts and help you achieve your business goals.

Are you looking to incorporate remarketing into your recruitment business development strategy? Contact Recruiters Websites today to learn more about how we can help you create effective remarketing campaigns that drive results. Read more by Samantha Prost

# JUST ASK Judy

## New Overtime Laws Effective July 1, 2024

Recruiters should be aware of new overtime laws which have taken effect this past July 1st. The US Department of Labor increased the minimum salary threshold on standard salary overtime pay from $684/wk. or $35,568/yr. to $844/wk. or $43,888/yr. This article will give a brief recap of the new legislation and alert you to pitfalls to avoid. According to a news release from the Department of Labor[1] (DOL), "this rulemaking updates and revises the regulations for determining whether certain salaried employees are exempt from minimum wage and overtime requirements under section 13(a)(1) of the Fair Labor Standards Act (FLSA).

The DOL goes on to explain what determines if an employee falls within the executive, administrative, or professional (EAP) Exemption:

Currently, to fall within EAP Exemption, an employee generally must:
· be paid a salary, meaning that they are paid a predetermined and fixed amount that is not subject to reduction because of variations in the quality or quantity of work performed (the "salary basis test"),
· be paid at least a specified weekly salary level (the "salary level test"),
· and primarily perform executive, administrative, or professional duties, as provided in the Department's regulations (the "duties test").

Certain employees, such as doctors, lawyers, teachers, and outside sales employees, are not subject to either the salary basis or salary level tests; employees in these occupations may fall within the EAP exemption regardless of how and what they are paid. The Department's regulations also provide an alternative test for certain highly compensated employees ("HCEs") who are paid a salary, earn at least a higher total annual compensation level, and satisfy a minimal duties test.

And what are the estimated financial impacts? The Department of Labor "estimates that in Year 1, the rule will impose approximately $1.4 billion of direct costs on employers." Further the DOL estimates that "in the first year …4.0 million workers exempt under the current regulations who earn at least the current weekly salary level of $684 but less than $1,128 will, without some intervening action by their employers, become newly entitled to overtime protection under the FLSA."

A key question is: "Must salaried employees earning below the new salary level be converted to hourly pay?" The DOL notes that "salaried workers earning below the new salary threshold may continue to be paid a salary, as long as that salary is equivalent to a base wage at least equal to the minimum wage rate for every hour worked, and the employee receives a 50% premium on that employee's regular rate for any overtime hours each week."

The Department noted various options that employers have to respond to the updated thresholds established in this final rule:
"For each employee who is affected by the increased earnings threshold, an employer may:
increase the salary of the employee to at least the new salary level to retain their exempt status,
pay an overtime premium of one and a half times the employee's regular rate of pay for any overtime hours worked,
reduce or eliminate overtime hours,
reduce the amount of pay allocated to the employee's base salary (provided that the employee still earns at least the applicable hourly minimum wage) to offset new overtime pay,
or use some combination of these responses.

The FLSA does not restrict when or where work may be performed, and there is no requirement that a worker must have a predetermined schedule.

EMINFO

The FLSA applies to most businesses. Generally, the FLSA and the Department's implementing regulations apply to employees of enterprises that have an annual gross volume of sales made or business done of $500,000 or more, and certain other businesses. The Department has provided a small business compliance guide for the new rule."

The scheduled increases are detailed in the chart below:

| DATE | STANDARD SALARY LEVEL | HIGHLY COMPENSATED EMPLOYEE TOTAL ANNUAL COMPENSATION THRESHOLD |
|---|---|---|
| Before 7-1-24 | $684/wk. ($35,568/yr.) | $107,432/yr., incl. at least $684/wk. (salary or fee basis). |
| 7-1-24 | $844/wk. (43,888/yr.) | $132,964/yr., incl. at least $844/wk. (salary or fee basis). |
| 1-1-25 | $1,128/wk. ($58,656/yr.) | $151,164/yr., incl. at least $1,128/wk. (salary or fee basis). |

Andy Medici[2] of The Playbook noted that "the changes, which are opposed by a number of business groups, could significantly increase costs for businesses and make millions of salaried workers newly eligible for overtime pay. The salary threshold then would update every three years based on wage data, according to the Department of Labor.

Essentially, businesses will have to raise the salaries of workers who are currently working for less than the new threshold to avoid paying overtime - or, instead, institute overtime pay for those employees, which means paying them time and a half for every hour above 40 hours per week."
Andy further noted that if employees get certain types of bonuses or commissions, those must be factored into the rate of pay for overtime calculations.

The new overtime rule also contains provisions requiring employers to:

- Expand overtime protections for lower-paid salaried workers.
- Better identify workers who are executive, administrative, or professional and who are thus not eligible for overtime.
- Ensure that those employees who are not exempt receive time-and-a-half pay when working more than 40 hours in a week or gain more time off."

States which have <u>daily</u> overtime rules include: Alaska, California, Colorado, and Nevada.[3]
Recruiters should always be aware of the overtime laws in the jurisdiction in which the employee works. Communicate these new rules to your clients to make sure they are fully informed.

[1] The Department of Labor, "Frequently Asked Questions - Final Rule: Defining and Delimiting the Exemptions for Executive, Administrative, Professional, Outside Sales, and Computer Employees."
[2] Andy Medici, The Playbook, The Business Journals, June 17, 2024.
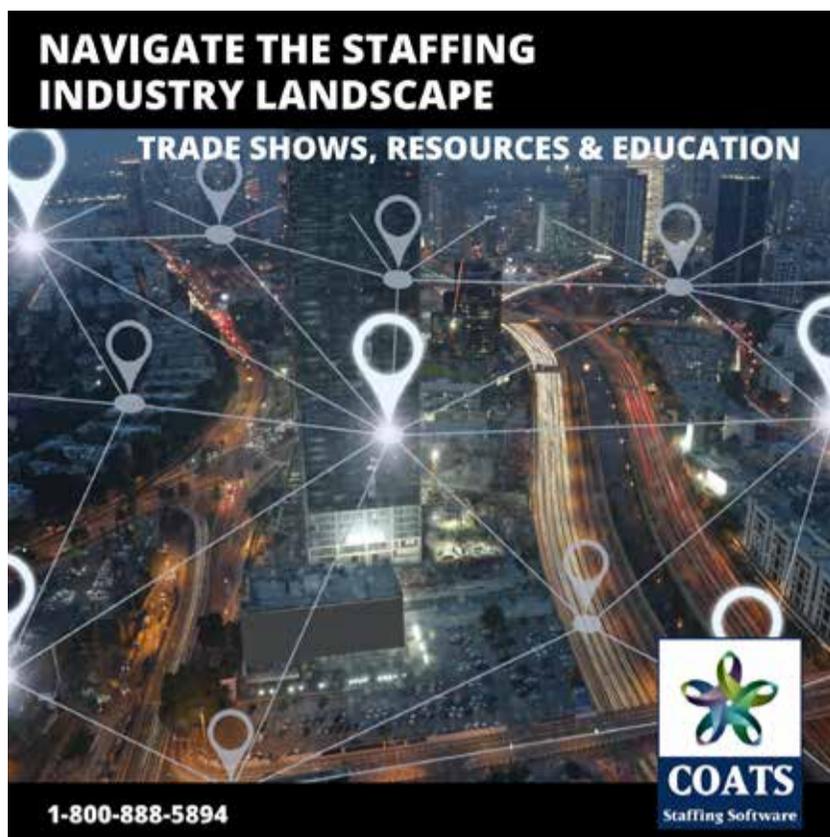[3] Wrapbook, "2024 Minimum Wage & Overtime Laws by State" January 16, 2024.

# Navigate the Staffing Industry Landscape: Trade Shows, Resources & Education By Lynn Connor

**The staffing industry is a dynamic landscape in constant flux.** To thrive in this ever-changing environment, agency owners, managers, and recruiters must prioritize continuous learning and information gathering. Their daily business depends on accurately communicating with employers of all sizes along with applicants and employees who apply from all different fields and walks of life. Staying informed, connected, and adaptable isn't a luxury anymore, it's a necessity.

**From industry-wide conferences to regional events and ongoing educational opportunities, there's a wealth of resources available to help your staffing agency thrive.** If you're a newcomer to the industry, this roadmap can be helpful to navigate key trade shows, industry resources, and educational options:

## Trade Shows: Connect & Stay Ahead of the Curve

- **Staffing World (ASA Annual Convention & Expo):** This premier event by the American Staffing Association (ASA) offers a comprehensive view of the industry, with sessions, exhibits, and networking opportunities for all levels of staffing professionals.

- **Executive Forum North America (SIA):** Focused on C-suite leaders, this SIA event provides insights into industry trends and strategic planning for senior executives.

- **Healthcare Staffing Summit (SIA):** Dive deep into the specific needs of the healthcare staffing sector at this SIA-organized summit.

- **United States Staffing Association (USSA) Annual Conference:** Connect with a network of independent staffing firms at this USSA conference.

- **ASA Staffing Law & Compliance Conference:** Ensure your firm stays compliant with the latest regulations at this ASA-organized event, designed to address legal complexities and best practices.

## State & Regional Associations: Local Focus, Valuable Connections

Consider attending events hosted by your state or regional staffing association. These gatherings offer a chance to connect with local peers, share best practices, and stay informed about regional market trends. Here are a few examples, but check online for associations in your area:

- Illinois Search and Staffing Association (ISSA)
- California Staffing Professionals (CSP)
- Texas Association of Staffing
- Florida Staffing Association (FSA)
- New York Staffing Association (NYSA)
- Colorado Staffing Association (CSA)
- National Association of Personnel Services (NAPS)
- Georgia Association of Personnel Services (GAPS)
- Missouri & Kansas Search and Staffing Association (MKSSA)
- New Jersey Staffing Alliance (NJSA)
- Northern New England Association of Personnel Services (NNEAPS)
- National Association of Physician Recruiters (NAPR)
- Ohio Staffing and Search Association (OSSA)
- Wisconsin Association of Staffing Services
- National Coalition of Healthcare Recruiters

## Industry Resources: Knowledge is Power

- **American Staffing Association (ASA):** The ASA is a one-stop shop for industry news, trends, advocacy, and research. Membership provides access to valuable data and insights.

- **Staffing Industry Analysts (SIA):** Gain in-depth market research, data, and analysis from SIA, a global leader in staffing industry insights.

- **SHRM (Society for Human Resource Management):** While broader in scope, SHRM offers valuable resources for staffing professionals, including research, conferences, and certifications like the SHRM-CP and SHRM-SCP, which provide insights into talent acquisition trends and best practices.

- **Mid-Atlantic Staffing Association:** Membership in MASA provides access to a network of industry professionals, advocacy efforts, and resources like industry reports and legislative updates. MASA offers ongoing educational programs and webinars on various staffing industry topics throughout the year. These sessions are typically more affordable than national conferences.
- 
- **EMInfo - Employment Marketplace** By advertising on EMInfo, agencies can increase brand visibility, generate leads, and connect with potential clients. With a large subscriber base of staffing and recruiting firms, EMInfo provides a direct channel to showcase services, share industry insights, and build relationships within the staffing community.

- **Forbes, Harvard Business Review, McKinsey, Forrester & Gartner:** Stay on top of broader business trends and workforce dynamics by following reports from these leading consulting firms. Understanding trends like the gig economy, automation, and remote work will help you adapt your staffing strategies.
- Invest in Education & Certifications
- **ASA Certifications:** The ASA offers certifications like the Certified Staffing Professional (CSP) and Certified Healthcare Professional (CHP) to validate your expertise.

- **SHRM Certifications:** Consider pursuing SHRM certifications like the SHRM-CP or SHRM-SCP to gain valuable HR knowledge that can benefit your recruitment efforts.

## Don't Go It Alone: Leverage Technology

In today's competitive landscape, having the right technology is crucial for success. COATS Staffing Software empowers staffing agencies with a comprehensive suite of solutions designed to streamline operations, optimize workflows, and boost efficiency. From applicant tracking to onboarding and payroll, COATS helps you stay focused on what matters most: building lasting relationships and connecting top talent with the perfect opportunity.

Explore how COATS Staffing Software can transform your staffing agency. Visit our website to learn more. Read More by Lynn Conner.

# Ask the Career Mechanic

## With Frank Burtnett EdD

# Older Americans in the Workforce: A Trend Requiring Special Attention

Dr. Frank Burtnett has spent his lengthy career working with educational and career development initiatives engaged in the design and delivery of programs and services that bring maximum career success and satisfaction to individuals from across the life-span. His academic preparation has resulted in being awarded the Master of Arts and Doctor of Education degrees in counseling by the George Washington University (DC). And the Bachelor of Science Degree by Shippensburg University (PA). He is a Registered Counselor (RC478) in the state of Maine and has earned the National Certified Counselor (NCC) and National Certified Career Counselor (NCCC) credentials of the National Board of Certified Counselors (NBCC), as well as the Certified Personnel Consultant (CPC), the Certified Temporary Staffing-Specialist (CTS) and Certified Employment Retention Specialist (CERS) credentials of the National Association of Personnel Services (NAPS). Further, he served as the NAPS certification and education consultant from 1994 to 2021. Readers may direct questions to him at ednow@aol.com.

Older Americans are present in today's U.S. workforce in record numbers. This trend, that started a couple of decades ago, demands special attention from the search and staffing community as many in the older population are seeking to remain actively engaged in the American workforce.

**American Life-Expectancy is Rising Again**

Except for a slowdown and brief stoppage at the height of the coronavirus pandemic, the federal Census Bureau, Bureau of Labor Statistics (BLS), and Centers for Disease Control and Prevention (CDC) are each reporting a rise in the U.S. senior population and a corresponding rise in persons over 65 in the workplace. The living longer factor can be attributed to improved health and medical diagnosis and treatment, as well as senior exposure and access to these innovative practices and tools. Further, senior behaviors (i.e., diet, exercise, smoking cessation, alcohol consumption management, sleep, etc.) have also had a positive effect on their ability to resist  and recover from serious illnesses.

**American Workforce Participation also Reaching Higher Numbers**

Older Americans today are looking at the world of work and their place in it differently than previous seniors. Some want to work. Some want to work differently. Some must work.

The "want to work" crowd likes their career engagement, does not feel that age has affected their performance and productivity levels, and would like to avoid any proposition that would force them to exit a place where they have met considerable success and satisfaction just because they have reached an arbitrary age milestone. A recent Gallup survey determined the average retirement age was 62 in 2023, up from 59 earlier in the millennium and expected to continue to rise.

A second segment would like to work differently, a condition that brings a whole new set of propositions before them and any employers that may wish to benefit longer from their knowledge, skill-set, and experience. Working differently can have several meanings, including:

· Adjusting occupational role in some fashion
· Allowing existing role to be performed according to a new format (i.e., remote work)
· Reduce time on task (i.e., four day workweek)
· Retirement and hiring back at consultant

Movement to a volunteer position using any proven talents and experience

Obviously, each of the above could result in some type of adjustment in compensation or benefits, but many workers have expressed a willingness to accept less in order to remain actively engaged in their current occupational role or some version of it.

The third group lingering in the workforce and not wanting to exit are the individuals that must work. These women and men have learned that they failed in their financial preparation for retirement and fear full exit would be premature and not allow them to enjoy retirement as they had envisioned it in mid-adulthood. Continued employment is not something that they necessarily want to do, but realize that they "must do" to eventually exit on their terms. In fact, some candidates for employment have already retired and, upon learning of their financial challenges and shortcomings, discovered they must return to in some capacity.

No matter the reason, the presence of these characters is having an impact on the presence of greater numbers of older individuals in and wanting to return to the workforce.  It is a matter that search and staffing professionals must factor into their relationships with both candidates and clients.

**Older Workers Have Unique Characteristics and Needs**
The appearance of older candidates at the door of a search and staffing firm calls for an awareness that their career development needs and life circumstances will differ from the majority of those seeking to enter the workforce or change positions for some reason. These factors include the following:

Seniors are seeking "get me from "Y to Z" employment" with Z defined as full retirement. Treat them differently than young and middle age adults by acknowledging this difference.

Most seniors will wish to consider work that capitalizes on their existing, knowledge, skill set, and experience level. Treat their experiences and competencies appropriately.

The older worker is likely coming from a stable career situation and not savvy to the contemporary protocols and tools that search and staffing professionals employ. After all they have been working hard all these years---not looking for work. Teach them the job exploration and identification skills they will need to possess.
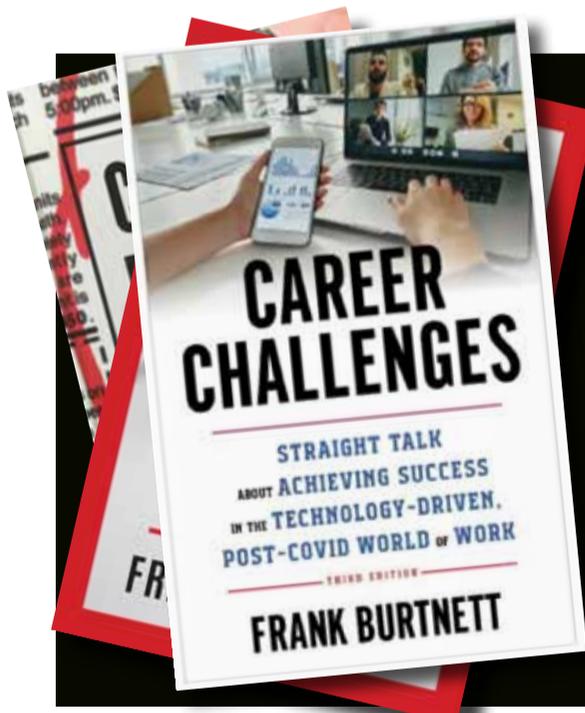
Those seeking employment because of their failure to prepare adequately for retirement's financial challenges victims of uncontrollable matters (i.e., recessions) may be reluctant to take ownership of these personal shortcomings. Treat money matters sensitively.

Most older candidates are coming to you from a place of comfort and security. Treat workplace culture and other descriptive information as importantly as the specific job details you offer them about any positions they will be considering.

Failure to include these considerations in any dealings that search and staffing professionals and recruiters have with older candidates may result in faulty actions on their part. Recognize their unique circumstances in coming to you and structure your services to take them from "Y to Z."

The Career Mechanic is a treatment of a contemporary career development issue or problem by Frank Burtnett, Ed.D, a professional career counselor, counselor educator, author, and consultant.  Dr. Burtnett served as the Certification and Education Consultant to the National Association of Personnel Services (NAPS) from 1994 to 2021.  Topics are drawn from his popular book, *Career Challenges: Straight Talk About Achieving Success in a Technology Driven, Post COVID World of Work*, Third Edition (2023) and other writings.

To learn more about *Career Challenges* visit: https://rowman.com/ISBN/9781475868081/Career-Challenges-Straight-Talk-about-Achieving-Success-in-the-Technology-Driven-Post-COVID-World-of-Work-3rd-Edition. *EMInfo* readers can receive a 30% discount by using RLFAMDF30 as their discount code
Read More by Frank Burtnett

# ASK COACH Mike
### Michael Gionta

Will your existing organization and/or personal style allow you to implement any resolutions or changes that you would like to make in 2021? Mike Gionta & his company, The RecruiterU are sought out by solo recruiters and recruiting firm owners who want more revenues, better clients, great recruiters, etc. The RecruiterU has custom programs for any type of owner who has the strong desire to build their business, but simply lacks the best strategies to get them there.

Visit TheRecruiterU.com for our FREE video series, "How to Double Your Placements in 121 Days or Less".

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

# Unlocking Better Client Relationships and Higher Fees: The Power of Quality Questions

Today, I want to let you in on a little secret, my absolute favorite question. This isn't just any question; it's the key to unlocking higher fees, upfront payments, and cultivating better relationships with your clients. This is a game-changer, tested and proven not only in my office but with my clients as well.

The challenge many recruiters face in securing the fees they desire, the money they need, and the terms they prefer with clients often **boils down to one thing: they blend in.** It's hardly surprising since the industry has conditioned us to follow a standardized script.

Questions like "What are you looking for?" or "What's the required background?" are standard. They're the questions that over a hundred thousand others are asking your hiring managers. **If you sound like everyone else, you are, unfortunately, putting yourself in the same bucket as the rest.**
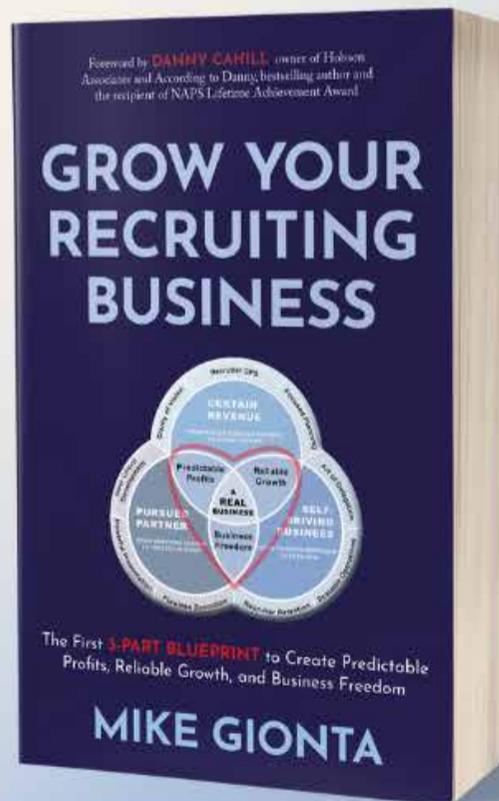
So here's a little motivation to shift your questioning strategy. **Your power lies in the quality of the questions you ask.** In the initial stages, you're not judged on your presentation because, let's be honest, we all present ourselves similarly. What sets you apart are the insightful, consultative questions you bring to the table.

Now, let me share my favorite question with you. Suppose there's an opening for a controller position. Instead of the usual queries about qualifications and responsibilities, I propose a scenario to the hiring manager. I ask them to imagine that it's a year from now, and they are reflecting on the controller's excellent performance. What, specifically, has this person accomplished in their first year to merit such praise?

**The question might sound like this:**

*I want you to imagine Mr. / Ms. Hiring Manager that you've brought this controller on. It's a year from their start date. You're walking down the hall with them and you're just thinking to yourself. You've had an outstanding year, Bob, Berry, Mr. Controller and you're getting ready to do their review. Tell me if that's the case. Tell me exactly what they accomplished in that first year. So again, imagine this individual's had and outstanding first year and they met or exceeded all your expectations. Tell me what they accomplished.*

The magic word here is "imagine." This prompts the hiring manager to visualize success, which yields a far more detailed and robust story. If you start asking this question, you'll often hear, "Wow, that's a great question." It sets the tone for the entire conversation and allows you to dig deep into the heart of the client's needs.

By focusing on accomplishments rather than duties, you shift the conversation from a checklist of skills to a vision of success. This approach not only replaces the need for a laundry list of responsibilities and requirements but also clarifies the real problem the client is trying to solve.

**While I wish I could delve into more strategies in this short post, I invite you to learn more about reengineering the way you take search assignments and build a successful desk at our events.** For those interested in joining us, details can be found at https://therecruiteru.com/. Alternatively, you can reach out to our team at 860-200-7153 for more information.

Incorporate this question into your practice. Reengineer your questioning to be more consultative, and observe the shift in how clients and prospects respond to you. Higher fees and better terms are within your grasp.

Read More by Mike Gionta

# Overcoming Challenges: A Recruiter's Perspective Recruiting

By Jason Thibeault
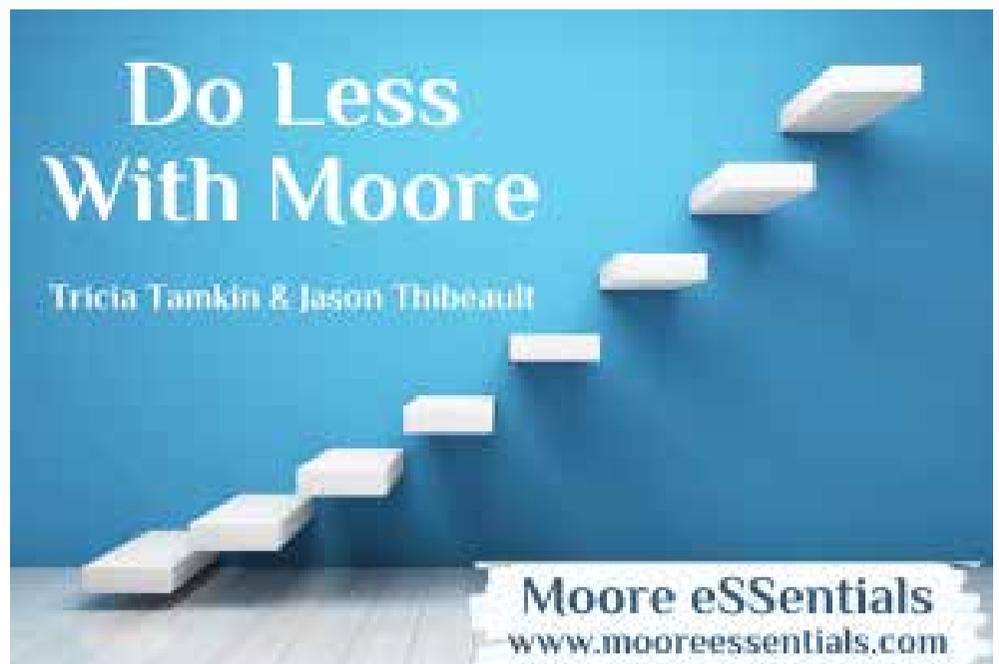
**Why Complaining Doesn't Cut It in Recruiting**

In the recruiting industry, as in many areas of life, airing grievances and focusing on problems won't get you far. The harsh truth is, while venting might offer temporary relief, it seldom leads to solutions or professional respect. Let's delve into why this approach is particularly ill-suited for recruiters and what to do instead.

The Reality: Everyone Has Challenges

1.  **Universal Struggles:** It's important to remember that everyone, including your clients and candidates, faces their own set of challenges. Yours are hard for you, theirs are hard for them. Constantly complaining about your difficulties doesn't make you unique; it risks making you seem unprofessional and unapproachable.

2.  **Limited Sympathy:** While some may offer sympathy or polite attention, this doesn't equate to respect or admiration. In the fast-paced world of recruiting, respect is earned through resilience and problem-solving, not through seeking sympathy. If someone is complaining about being 100 pounds overweight compared to the person diligently working on losing 100 pounds – whom do you respect and admire more?

**The Constructive Approach**

1.  **Create a Plan:** If aspects of your recruiting career are not going as hoped, take a step back and devise a strategic plan. Identify the core issues, outline potential solutions, and set actionable goals.

2.  **Execute with Determination:** The most admired recruiters are those who tackle challenges head-on. They don't just plan; they act. They adapt to market changes, learn from rejections, and continuously hone their skills.

3.  **Embrace Problem-Solving:** Instead of airing grievances, focus on finding solutions. Whether it's a tough-to-fill role or a challenging client, approach each problem with a solution-oriented mindset.

**Earning Admiration Through Resilience**

People admire those who rise above adversity, not those who are bogged down by it. Consider the guy who lost a 100 pounds, versus the guy whining about how hard it is to lose. In recruiting, this means showing tenacity, adaptability, and a relentless drive to succeed despite the odds.

**The Bottom Line**

The recruiting industry respects doers, not complainers. Challenges are inevitable, but how you handle them defines your professional character. So, the next time you're tempted to vent about your struggles, redirect that energy into crafting solutions and taking decisive action. Be the recruiter who's known for overcoming obstacles, not the one who's bogged down by them. This is the path to genuine respect and lasting success in the industry.

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. [Read more by Jason Thibeault](#)

Expert Essentials

## Evolution and Our Future

By Michael Neidle

**Learning from Our Ancient Past to Shape a Better Tomorrow**

**The Journey of Human Evolution**

Human evolution is a story of gradual adaptation and survival. From our ape-like ancestors descending from the trees about 2 million years ago to the emergence of Homo sapiens, small, incremental changes have shaped our development. Early humans developed tools, formed tribes for collective hunting, and eventually, these groups laid the foundations for civilization. The evolution of our physical and cognitive abilities enabled us to survive and thrive in changing environments.

**The Impact of the Past 500 Years**

**Science and Technology**

The last five centuries have seen unparalleled advancements in science and technology. The Renaissance sparked a quest for knowledge, leading to the Scientific Revolution with luminaries like Galileo and Newton transforming our understanding of the universe. The Industrial Revolution of the 18th and 19th centuries revolutionized production, transportation, and the daily lives of people, setting the stage for modern economies.

The 20th century ushered in the Information Age, with computers, the Internet, and mobile technology revolutionizing communication and information sharing. Today, technologies like nanotechnology, quantum computing, and artificial intelligence (AI) are at the forefront of innovation, transforming industries and society.
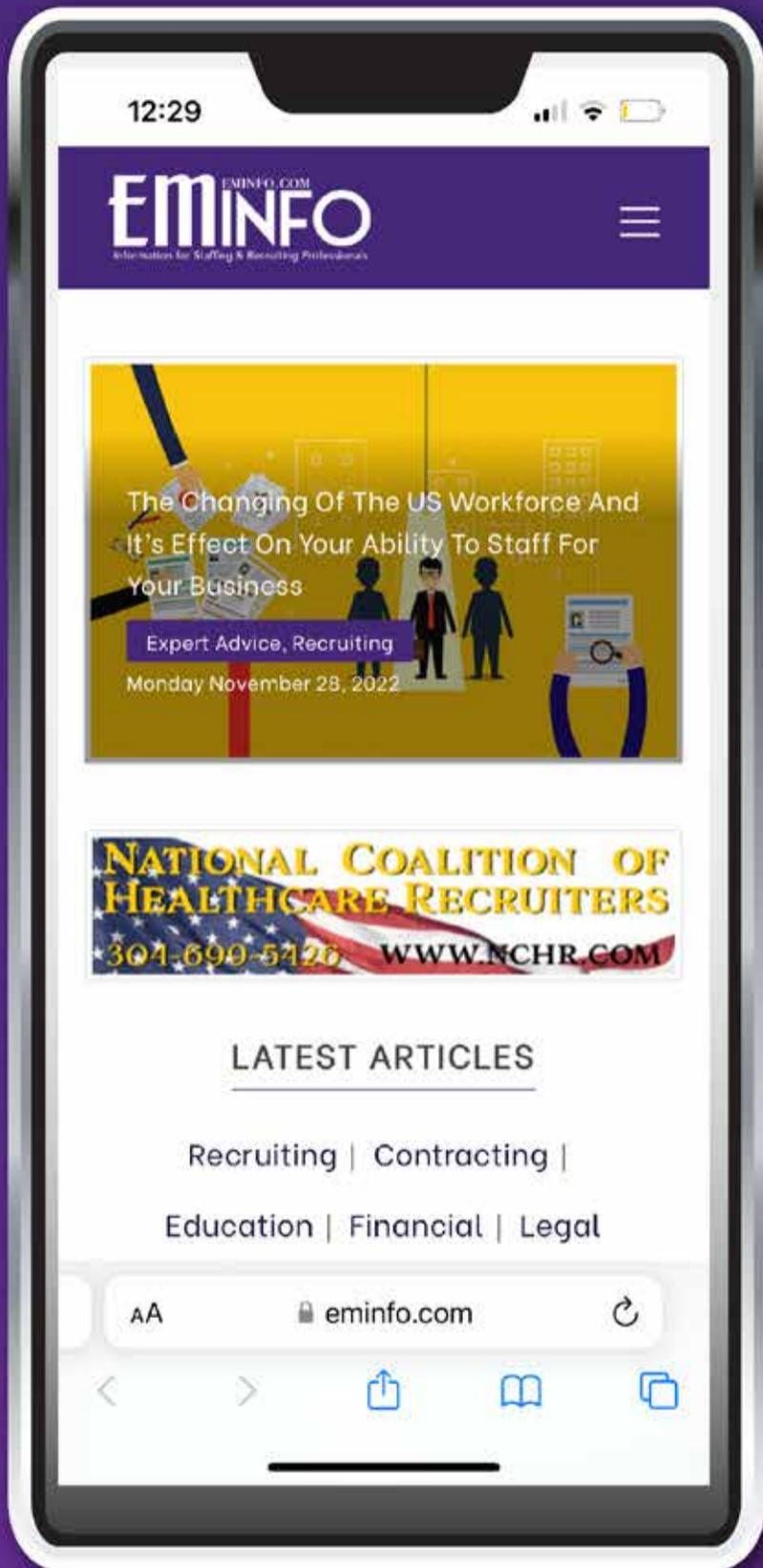
**Medicine and Biotechnology**

Medical advancements over the past 500 years have dramatically improved life expectancy and quality of life. From the rudimentary practices of the past to the sophisticated,

evidence-based medicine of today, progress in healthcare has been profound. The discovery of antibiotics, the mapping of the human genome, and the advent of biotechnologies like CRISPR have opened new frontiers in medicine.

As we look ahead, personalized medicine tailored to individual genetic profiles, regenerative medicine, and advanced mental health treatments are poised to further revolutionize healthcare. We may even see the merging of human biology with AI, leading to new forms of existence.

### Artificial Intelligence

AI is reshaping various sectors, from healthcare to transportation, and is poised to transform the labor market. While AI offers incredible benefits, it also raises concerns about job displacement and the ethical use of technology. As we integrate AI into more aspects of life, we must address these challenges to ensure a positive future for humanity.

### Global Challenges and Alliances

Over the past five centuries, global governance and alliances have evolved significantly. From the dominance of empires to the formation of international organizations like the United Nations, efforts to maintain peace and cooperation have been ongoing. However, the 21st century presents new challenges, including geopolitical tensions, cyber warfare, and environmental crises.

### Looking Ahead: The Next 200 Years

The next two centuries promise both unprecedented challenges and opportunities. Technological advancements will continue to accelerate, impacting every aspect of life. Sustainable resource management and addressing climate change will be crucial for our survival. Political and economic strategies will need to adapt to a rapidly changing world.

### Conclusion

As we navigate the complexities of the future, our ability to adapt, innovate, and cooperate will be critical. By learning from our past and embracing new technologies responsibly, we can shape a resilient and prosperous future for all of humanity. Read more by Mike Neidel

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.

## An aging population will eventually pull down the US labor force participation rate

### Labor force participation rate, 2018 - 2030

Current data    Projections
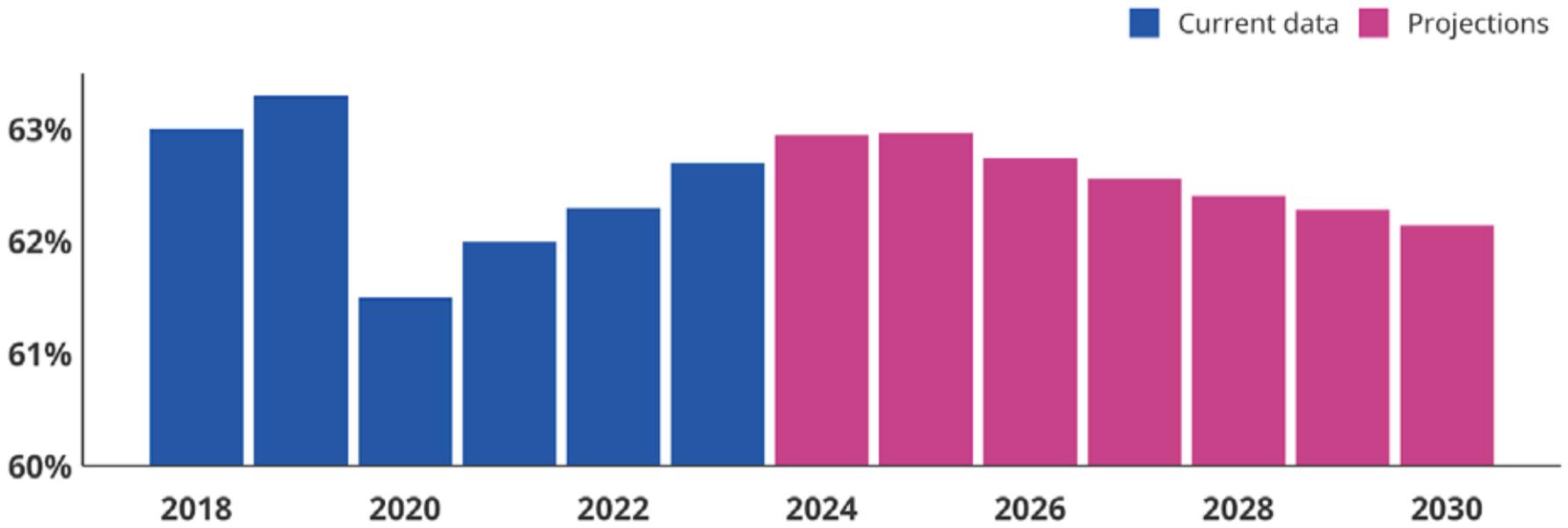


Source: Author's calculations using US Bureau of Labor Statistics data and Congressional Budget Office projections. For a full methodology, see Indeed's 2024 US Jobs & Hiring Trends Report.

indeed

# NEWS RELEASES

**First Advantage Joins Forces with MilitaryConnected.org to Facilitate Smooth Military-to-Civilian Career Transition t**

A leader in background screening for businesses, First Advantage will work with the nonprofit to become a military-ready employer

MilitaryConnected.org today proudly unveiled its agreement with First Advantage, a leading provider of employment background screening, identity, and verification solutions, marking the organization's first corporate collaboration. This partnership signifies a shared mission to ensure the seamless transition of U.S. military personnel and their loved ones into civilian life.

"We're excited to welcome First Advantage and their team to MilitaryConnected.org," said Kevin Emore, a U.S. Army veteran and Executive Director. "This alliance will amplify their continued support of our community and reduce the underemployment and attrition veterans face in the workplace. We can't wait to help First Advantage become a military-ready employer."

First Advantage helps organizations across industries manage risk and hire the best talent. It will participate in MilitaryConnected.org's Military Advisory Service (MAS) program to become a military-ready employer. MAS helps employers go beyond being friendly towards the military-connected community—it teaches employers how to become military-ready through a proprietary engagement program.

"First Advantage recognizes and appreciates the dedication of our servicemen and women, both past and present. The military instills a diverse set of skills that can translate well to roles within our company," Michael Pilnick, Chief Human Resources Officer at First Advantage said. "We are always looking for extraordinary talent who will enrich our business culture, benefiting our client's experience. With their exceptional training and leadership skills, veterans present a unique opportunity for us to align with top-tier talent."

Worrying statistics reveal that 43% of transitioning service members leave their first civilian job within a year, 80% within two years; 33% of veterans face underemployment, and 21% of military spouses battle unemployment, providing evidence of the obstacles facing America's military-connected community.

These statistics are lagging indicators of a transition process that can be improved. To address and overcome these issues, MilitaryConnected.org offers comprehensive and streamlined programs to transitioning service members and their spouses, thereby providing military-ready employers with a dynamic talent pool. This initiative ensures a smooth transitional experience for veterans and their families.

To support its operations and partnership growth, MilitaryConnected. org also announced Michael Hansen as its Senior Advisor, Strategic Partnerships and Engagement. A U.S. Marine, Michael completed four deployments to Iraq and Afghanistan before founding Alpha 13, a consultancy, which redefines the integration of veterans into America's business landscape.

About MilitaryConnected.org: MilitaryConnected.org is committed to improving the lives of America's military-connected community through employer education, talent engagement, and data-driven research. It seeks to ensure every member of America's military-connected community has equal access to the resources necessary to unlock their full potential. Be more than military-friendly, become military-ready at militaryconnected.org.

About First Advantage: First Advantage (NASDAQ: FA) is a leading provider of employment background screening, identity, and verification solutions. The Company delivers innovative services and insights that help customers manage risk and hire the best talent. Enabled by its proprietary technology, First Advantage helps companies protect their brands and provide safer environments for their customers and their most important resources: employees, contractors, contingent workers, tenants, and drivers. Headquartered in Atlanta, Georgia, First Advantage performs screens in over 200 countries and territories on behalf of its more than 30,000 customers. For more information about First Advantage, visit the Company's website at https://fadv.com/.

# Letter From The Editor

During these complex times, we need to be organized with processes that help us navigate the complexities to be able to reach our goals. Staffing and recruiting is taking on a new look with AI communications. How we as humans continue to monitor our own processes is key to staying tuned in. Remember to read any AI written articles before sending.

Stay active in your niche if you are in a strong one. Review and improve your processes. Jennifer offers suggestions in her article on how software can keep your healthcare staffing practices working well. (if you happened to be in that niche)

If you see your niche drying up, look for one that stays active in good and bad times, examples insurance industry, accounting, and others that seem strong. Learning more by attending some of the industry events this fall may help too. Check out Lynn's article to navigate the educational opportunities being offer.

We are delighted to have Dr. Burtnett back writing, in this issue he offers insight into why older Americans are staying in the workforce. His article might spark some interest in candidates you've been missing. Take a look at his article, "Older Americans in the Workforce: A Trend Requiring Special Attention.

Please note our new marketplace on EMinfo.com. We welcome your thoughts.

Happy Recruiting….

*Pat Turner*

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