Best Practices of High-Performance Staffing Firms

ASA 2018 Connecticut Staffing Symposium
Pathway to High-Performance

Highly Engaged Staff + SOP

Sustainable and profitable revenue growth

Standard Operating Producers
...BIG Assumptions

Right Hires

Right Compensation Model
3 High Performance Identifiers

1. Good Leadership
2. Sales Effectiveness
3. Recruiting Efficiency
Identifier #1: Good Leadership
Leaders Own Engagement

Engaged and satisfied employees increase your profitability by 100 to 189%

Disengaged employees can cost upwards of 20% of your total revenue

Source: Letters to a CEO, John Spence
High-Performance Leadership

- Clearly Defined SOPs
- Promote From Within
- Motivating Culture
- Accountability + FUN
- Training & Continuous Learning

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3 Indicators

1. We’re fiercely loyal
2. We get we have 2 customers
3. We give discretionary effort

Motivating Culture

- Clearly Defined SOPs
- Promote From Within
- Accountability + FUN
- Training & Continuous Learning
What Fierce Loyalty Looks Like

- “We’re a family”
- Authentic with each other
- Tenure not churn
- “I would do anything for…”
- Above and beyond isn’t above and beyond

Employees are invested in the business
What Two “Customers” Looks Like

The Candidate
- Respect for them… even when it’s hard
- Advocate for them
- Evidence: they work for us over and over again

The Client
- We do what we say we’ll do
- We recover quickly after a service hiccup
- Evidence: they order over and over again
I take it upon myself. I do it because I want to.
Leaders Drive Process

- Clearly Defined SOPs
- Accountability + FUN
- Training & Continuous Learning
- Promote From Within

Motivating Culture

- “The Company Way”
- Recruiting SOPs drive efficiency
- Sales SOPs drive effectiveness
Leaders Invest in Their People

Motivating Culture

- Clearly Defined SOPs
- Promote From Within
- Accountability + FUN
- Training & Continuous Learning

• Sales & Recruiter Training
• Lunch ‘N Learns
• Leadership Development
• Conferences / Reward & Recognition
Of the training you have offered internal staff, which type would you say had the highest bang-to-buck return on spend/effort?

Source: SIA 2017 Staffing Company Survey
Leaders Blend Accountability With Fun

- Promote From Within
- Training & Continuous Learning
- Clearly Defined SOPs
- Motivating Culture

- Metrics Management
- Daily Stand-Ups
- Weekly Pipeline Calls & 1/1s
- Contests
- Community Events

Accountability + FUN
Leaders Promote From Within

- Know the culture
- Work harder
- Career path in view
- Retention
Identifier #2:
Sales Effectiveness
#1 Goal: New Business Focus
“High-Performance” Sales Rep

- Has a plan & works the plan
- Knows it’s a numbers game
- Networks anytime, everywhere
- Authentic
- Pleasantly persistent
- Stays close to the recruiters
Sales SOP Model

Plan  Prospect  Develop  Close  Grow

The Company Way
Specific Industries / Skills Targeted

List kept fresh from networking + leads from Recruiters

Phone time blocks ensure calls happen
Broke in, got a job order, submitted candidates...
CAN’T. GET. FEEDBACK!!!!
Hiring Managers review 40 resumes per opening and they spend 12 minutes looking at each one = ONE DAY!

They interview 7 people for every open position

They spend 41 minutes with each candidate

Source: RHI 2018 Hiring Manager Survey – 300 Senior Managers at Companies >20 Employees
Sales SOP Must!

When taking every job order...

Schedule “Resume Review Time” – 15 minutes, send a calendar invitation to confirm
Identifier #3: Recruiting Efficiency
#1 Goal: Reduce Cycle Time
“High-Performance” Recruiter

- Knows the database is gold
- Works his/her network
- Consults
- Sells the job...or not
- Knows “A” candidates don’t wait
- Pleasantly persistent
- Never forgets a candidate is 50% of a deal
# Recruiting KPIs

<table>
<thead>
<tr>
<th>Recruiting KPIs</th>
<th>Indicator of Speed</th>
<th>Indicator of Quality</th>
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<tbody>
<tr>
<td>Time from JO to Submittal</td>
<td>X</td>
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<tr>
<td>Time from Submittal to Interview</td>
<td>X</td>
<td>X</td>
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<td>Time from Client Interview to Hire</td>
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<tr>
<td>% Submittal to Interview</td>
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<td>% Interview to Offer</td>
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<td>% Offer to Hire</td>
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<td>% Offers to Rejected Offers</td>
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<tr>
<td>% Total Reqs Filled</td>
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<td>% Hot Reqs Filled</td>
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<td>X</td>
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<tr>
<td>% Qualified Contractors Unassigned</td>
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<tr>
<td>% Contractors Completed Assignment</td>
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<tr>
<td># &amp; % Contractors Lost to Negative Attrition</td>
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<tr>
<td># &amp; % CTH Converted to Client's Payroll</td>
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Best Ways to Source

Top Candidate Sources:
Percentage Ranked in Top Three

- **62%** Referrals from successful placements
- **58%** Existing candidates from your ATS and/or CRM
- **58%** Social media (LinkedIn, Twitter, Facebook)

Source: Bullhorn 2018 Trends Survey
Efficient Screening a Must

You can still “meet” your candidates

Virtual Video (Skype, Zoom, FaceTime)

No more than :15 Interviews for LI candidates
1. Validate skills are present
2. Describe the job: Position requirements, pay, location
3. Confirm GENUINE Interest
   “If we were to place you in this position, what could make you leave it?”
4. Inform of next steps
Recruiting SOP Must!

3 things to get out of every call:

1. Candidate for now OR future
2. Referral
3. Lead
Summary

High-performance requires engaged employees and SOPs

Identifiers:
Good Leadership, Sales Effectiveness, Recruiting Efficiency

Actions from Today’s Session
• Identify areas to improve in 2018
• Get some help addressing them
• Institutionalize new best practice behaviors – the hard part!
We help staffing firms grow.

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