

STAFFING INSIGHT



A monthly newsletter from **Seminars By The Sea - International Staffing University**

Issue 1

January 2004

Welcome to *Staffing Insight!* and **HAPPY NEW YEAR!**

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>> [January 2004 Promotions!](#) <<

2004 - HOT ITEMS!

IN THIS ISSUE

1. **WC Fraud Investigation Story - An Update**
2. **Honor and Ethics In The Staffing Industry**
3. **What's Your Opinion?**
4. **January Specials: Buy 2 - Get One Free!**

UPDATE ON 11-03 STAFFING INSIGHT STORY: TEMP SERVICE INVESTIGATED FOR WORKERS COMPENSATION FRAUD NOW FILES CHAPTER 11

***** January 2004
Training Special *****

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our 2004 classes and the third
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Dateline: **December 2003**
Source: **Los Angeles Times**
Headline: **California Temporary Help Service
Files For Chapter 11 Protection**

In our November '03 Staffing Insight newsletter, we featured an alarming story publicized in the LA Times about a very large, regional Orange County-based temporary help service involved in one of California's biggest workers comp fraud investigations undertaken in recent years.

You may recall that, in addition to the criminal investigation, that staffing company was being sued by State Fund (their former workers comp carrier) for \$5.8 million in alleged unpaid workers compensation premiums.

After the fraud investigation was reported by the LA Times, the staffing company's President came forward and called the situation a "misunderstanding".

Yet the company executives have since agreed to settle their civil lawsuit with State Fund for \$7 million.
(A BIG misunderstanding...)

They agreed to the hefty settlement while admitting to "no wrongdoing".
(Mmmmmmm?)

However, State Fund may have a tough time collecting that \$7 million

2. Manuals

See our staffing industry training manuals including Sales, Direct Hire, VOP, Emarketing, Staffing Govt. Contracts, Medical Staffing, Medical Recruiter, and Home Care at:

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settlement - for three reasons:

- (1) the staffing company also owes the IRS \$15 million
- (2) they list assets of \$38.5 million and \$52.5M in debts
- (3) they have filed for Chapter 11 Bankruptcy Protection

According to the company's attorney, the bankruptcy was filed "because of the prospect that either State Fund or the IRS might take hostile action in attempt to shut the company down". (Sad!?)

In addition to the bankruptcy filing, the CEO has handed the reigns of the firm over to a "turnaround expert" to help "restructure" the organization.

Perhaps the company will be able to rise from its present dismal state, restructure and turn-around. AND maybe their CEO will be singled out once again for "excellence in business/service practices" and receive yet another Ernst & Young Entrepreneur Of The Year Award as he did in 2002. (Is this a great country or what???)

But who will be left holding the bag if State Fund is unable to collect that \$7 million?

Do California staffing firms go from being classified at their present "high risk" to a future "very high risk" status - raising workers compensation rates even higher?

And what tarnish will be placed on the staffing industry image with the publication of this story and others much like it?

And there's more ...

[Back to top](#)

HONOR AND ETHICS IN THE STAFFING INDUSTRY

If only the above mentioned staffing scandal/report were an isolated one. Unfortunately, it is not.

The ink barely had time to dry on that California temp firm story when the Massachusetts Attorney General's Office published a Press Release on their web site (dated 12/04/03):

MA Temporary Help Company Executives Indicted On 2 Counts of Workers Comp Fraud, 1 Count of Larceny and 1 Count of Conspiracy

The President of that temp firm is accused of hiding \$1.8 million in payroll and avoiding the payment of more than \$120,000 in premiums. In addition, he and his Office Manager are charged with submitting a false application for workers compensation coverage.

Of course, as with the California temp firm, these are allegations. No one has been convicted of any crime in either the CA or MA case.

However, if convicted, the MA temp company President could be sentenced



January Promotions!

TRAINING MANUAL LINKS

[Staffing Sales](#)

[Direct Hire](#)

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[Govt. Contracts Manual](#)

[Medical Staffing 2003](#)

[Med. Recruiter Manual](#)

[Home Care Staffing](#)

to up to 20 years in prison and fined up to \$47,000. The Office Manager (if found guilty as charged) is facing up to 10 years in prison for her involvement

And as we mentioned in our November newsletter, there are many former staffing company executives serving prison sentences stemming from workers comp and other fraudulent activities.

If we seem to be unsympathetic to those in our industry that do not "play by the rules", it is because over the past years, we have seen so many *honest* staffing entrepreneurs and managers struggle to compete (and survive) on an unfair playing field.

Let's face it. It's easy to "rock bottom" your temp rates to customers when you are not paying your fair share of workers comp premiums and/or taxes. Your honest competitors simply cannot afford to match unrealistic pricing. Additionally, customers get a false perception of what fair market pricing *needs to be*.

It's interesting...

Today, some folks so seldom think about how their actions impact or hurt others.

Entering sweepstakes has been one of my hobbies for over 30 years. (*Yes, I have won cars, trips, money and more.*) Years ago, we used to enter sweeps by mail. Today, most of the entries are posted on the Internet.

Recently, someone came up with a system called RoboForm for people who want a speedy way to automate the entry process.

Well, the Sweepers on the Newsletter Chat Forum that I subscribe to love RoboForm and are appalled that the Sweeps Sponsors are now disqualifying their auto entries.

So the chat is all about how to get around the system and the rule, "automated entries will be disqualified".

The RoboFormers are obsessed with this quest! They do not seem to understand that the Sponsors of these Sweepstakes are disqualifying their auto entries because they are unfair to the other Sweepers who play *by the rules*. And a fair playing field is in the Spirit of the Competition.

2004 should be the year that the industry focuses on Ethical Business Practices - not only for what harm operating unethically could do to a staffing firm, but what harm the practice can cause others.

And Ethical Business Practices are not limited to how staffing firms and their management/staff deal with Workers Comp Carriers or the IRS.

A Code of [Your] Staffing Company Ethics might cover how they deal with clients, candidates, internal staff, community, vendors and competitors.

Staffing Industry Trade organizations including ASA (American Staffing Association) and NAPS (National Association of Personnel Services) have

Staffing Emarketing

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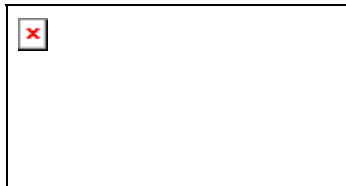
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established
Code of Ethics for their member staffing companies.

The ASA Code of Ethics are designed "to encourage high standards of ethical conduct in dealing with employees, customers and competitors". View the ASA Code of Ethics at: www.staffingtoday.net/aboutasa/codeofethics.shtml

The NAPS Code of Ethics can be viewed at:
www.napsweb.org/aboutus/SEPOthers.cfm

We believe that a staffing company should establish their own Code of Ethics that embrace the Values shared by ownership, management and staff. In reviewing all current practices the question should be asked, "Does this practice support or advance our client, candidate, staff member, our organization, or industry?"

'Do unto others' ... or is that too old-fashioned of a concept?

What do you think? Discuss this and other topics at [International Staffing University Online Group](#) at YAHOO GROUPS!

[Back to top](#)

HONOR AND ETHICS IN STAFFING?

.. What's Your Opinion? ..

1. Do you think the staffing industry as a whole operates:
 - A. more ethically than most other industries?
 - B. about as ethically as most other industries?
 - C. less ethically than most other industries?

2. Do you think that it the staffing industry is being unfairly targeted for workers compensation fraud investigations?

3. How do you feel about "Temp-Napping" by competitors?
 - A. fair business practice
 - B. unfair business practice
 - C. what's "temp-napping"?

4. How effective are the trade associations in establishing and enforcing Code of Ethics?

5. What would *absolutely* need to be in any Staffing Code of Ethics that you would author?

Respond by email to semsea@aol.com

[Back to top](#)

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Issue 2

February 2004

Welcome to *Staffing Insight!*

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HOT ITEMS!

IN THIS ISSUE

1. Did We Miss the "Staffing Recovery"?
2. Staffing *** Stars *** Shine Brightly
3. "Foot-In-Mouth" At The Staffing Desk
4. Brand New Manual For Staffing Specialists

"DID WE MISS THE "STAFFING RECOVERY"?"

MANY STAFFING FIRMS EXPERIENCING SLOW TO NO GROWTH

BRAND NEW MANUAL!!!

"**SELL**" is a four-letter word to most Staffing Specialists.

This Manual was written to help teach and inspire your staffing team to utilize their



natural talents and skills to build business from the inside!

See the Introduction and Table of Contents [here](#).

Purchase the New Manual AND the Staffing Coordinator 2000 Video Training Program for **\$995.00 Complete.** (Free Shipping)

In recent trade association meetings and industry publications, we hear and read a great deal of talk about the 2003 "Recovery" for USA staffing firms.

Some of our clients ask us: "Did WE miss this staffing recovery?"

According to data compiled by American Staffing Association, temporary help sales for the nation's staffing firms increased .05% (*one half of one percent*) in Quarter 3, 2003 over the same quarter 2002. And we would suspect low end single digit growth for Quarter 4, 2003 (no data presently available).

No wonder some folks in the business feel "un-recovered".

A positive spin can be put on this data/news by saying that this is the fifth straight positive sales revenue quarter that we have had after six quarters of decline. To review ASA Quarterly Sales Data, log on to <http://www.staffingtoday.net/staffstats/salesdata.htm>

It is clear to us in talking with many people in the industry that business continues to be "soft" for some staffing firms.

And yet we have about 20% of our clients who are outperforming the market and experiencing relatively strong sales revenue growth during these "soft recovery" times. While we can detail a variety of reasons for the specific successes, the most important identified Common Denominator is: *PEOPLE*.

In this month's newsletter, we would like to focus on the people that we think are some of the most important "Makers or Breakers" on the staffing team: Staffing specialists, otherwise known as staffing coordinators, service placement specialists, recruiters, staffing managers, etc.



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ISU Classes

See our class schedule at
www.istaffingu.com

**February/March
Featured Classes:**

[Medical Staffing 2004 - 3day](#)

[Home Care Staffing - 2day](#)

[Staffing Govt Contracts - 3day](#)

Click the classes above to see the dates and class itinerary!

STAFFING Manuals

Click the links below

[Staffing Sales Updated!](#)

[Direct Hire](#)

[VOP & VMS Programs Updated!](#)

[Govt. Contracts Manual](#)

As consultants to well over 500 staffing companies, we have clearly identified *superior* Staffing Specialists as being a critical to the sales revenue growth (or decline) of a staffing organization.

And in our travels, have we met some Stars at the staffing desk!!!

Let's take this time to talk about just two of many!

[Back to top](#)

THE * STARS *** SHINE BRIGHTLY AT THE STAFFING DESK**

Staffing Star #1: Vicky Valentine

... Star Quality: **RESOURCEFULNESS**

Flashback: February, 1977

Event: Cathy Vee opens her first temporary help and placement firm ('egotistically' named *Cathy Contemporaries*)

Those of you readers who have viewed our Staffing Coordinator 2000 Videos know the story of how I (Cathy) reluctantly hired my mother, Vicky Valentine, to be the company's first Staffing Coordinator. Mom had no office experience, but she wanted the job. What could I say? I had to give her a try.

The doors open, furniture and phones in place, no customers nor candidates on board, as yet. I decided to canvass the building for clients, while nervously worrying about how an untrained Vicky would handle any phone calls.

Returning to the office early in the afternoon, I announced to mom: "I think we're going to get some business from this building." She replied: "We got an order from Tune Up Masters on the 12th floor." I replied, "An order! What do they need? Tell me it's something easy – like a file clerk – so we can send Carl." (Carl is my brother and the only human we had available.) Mom replied: "They ordered a 9610 Key punch Operator." (In those days, that was like trying to fill a Senior Data Entry person.) I screeched: "Where are we going to find a 9610 Key punch Operator???" Mom answered: "I filled the job order. The candidate starts with the client on Monday."

I ranted some more, "You what??? How could you fill the job? We don't have any candidates in the file ... except Carl." She told me how she called our next-door neighbor who was in charge of key punch operators at a local company. She asked the neighbor, "What is a 9610 key punch operator and do you know where I can find one?"

As luck would have it (ever notice how "lucky" the Stars are?), the neighbor had a 'victim-of-downsizing' candidate sitting in front of her and sent her to interview with my mother. Vicky didn't know what to ask the candidate so she inquired: "What questions should I be asking you?" Mom's intuition told her that the candidate could be a good fit for the client so she called to set up an interview. The client loved our candidate and mom won her first (loyal) customer. Vicky Valentine went on to develop relationships with some of the most coveted clients in our marketplace – by being a Star at the staffing desk.

Staffing Star #2: Ellen Burns

... Star Quality: **POSITIVE ATTITUDE**

Flashback: January 2001

Event: Another New Staffing Company Opens

[Medical Staffing 2003 Updated!](#)

We assisted in the opening of a new staffing company in what one might say was not the best of startup times: 2001 – a year which saw double-digit revenue declines for the USA staffing industry.

[Medical Recruiter Manual](#)

Because of the soft economy, Ellen, the Staffing Specialist hired on, was asked to be a “one gal show” – recruit, interview, staff, sell, service and more. Crazy, right? Most people would be moaning and groaning about the work load put on them. Not Ellen. Never a complaint. Always a positive attitude.

[Home Care Staffing Updated!](#)

[Staffing Emarketing & Recruiting](#)

Over the past three years, Ellen has managed to build a loyal clientele of over 100 companies, including a Fortune 100 firm who is on “national contract” with a Big 5 staffing firm but prefers to work with Ellen (and *does*). In actual fact, that client was her number one for both revenues and profitability in 2003.

[Building Business From The Staffing Desk Brand New!](#)

Last year, the staffing firm’s revenues increased over 45% as Ellen continued to provide outstanding service to existing customers and develop new clients at the average rate of 1-2 per week.

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All this effort and success during a difficult period. Not only did Ellen have a soft economy to deal with, in mid 2003 she was diagnosed with cancer, enduring a radical surgery as well as radiation treatments and many months of chemotherapy. Ellen had good reason to complain and fall short. She never did. And I guarantee you ... her treasured customers were clueless as to her condition. Throughout it all, they continued to deal with the same positive person – always ready, willing and able to supply them with professional and excellent service.

Just two of many Stars we have met over our 28 years in staffing.

Do you have (or are you) a Star at the Staffing Desk?

Please share.

[Back to top](#)

The High Cost of “Foot-In-Mouth” At The Staffing Desk

I am a bit of a ‘Political Junkie’. In watching nearly *everything* pertaining to this current campaign of the Democratic Presidential candidate hopefuls, I find myself particularly focused on *What Happened To Howard Dean?*

Here is a guy who, up until two weeks ago, was expected to win the Democratic nomination hands down. He managed to get out a message that resonated with many people and raise a ton of money. What happened here?

My thinking is that the pundits have it wrong when they suggest that the demise of Dean started with the *I Have A Scream* speech. I think Dean’s problems began before that speech and are connected with "foot-in-mouth".

I may be the only non-Iowa resident who watched the *Black and Brown* debate which took place right before the Caucus in that State. All the candidates had agreed beforehand, at the end of the debate, to ask a single question of one of the other candidates. Most asked softball questions and



February Promotions!

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[Back to top](#)

treated the others with respect. When it came to Dean's turn, he announced to Lester Holt (moderator) that he didn't want to ask a question of a candidate – but rather had a question for a gentleman he had planted in the audience. Mr. Holt explained that he could not allow the question since all candidates had agreed on the specific format. Dean did not like being told “no” and said he would not ask a candidate a question.

The next morning, I watch a pollster take the pulse of potential Iowa voters. Several people said that they had a ‘change of heart’ about voting for Dean. And, of course, he ended with a disappointing third place which triggered the *Scream* heard ‘round the world.

I am not trying to put down Dean. Although he would not have been my personal choice for President of the United States, I respect those people who support him. And I feel a degree of empathy for him – as foot-in-mouth disease has stricken me at times, as well.

But the Dean situation serves as a great example of WHAT we allow to come out of our mouths can have serious ramifications.

Someone should have told Dean that he was going for some high stakes - the Presidency - and to watch his words. This man had the most powerful position in the world in the palm of his hands and let it slip away.

Staffing is a high stakes industry. We have many “Stars” in the business who either instinctively know and/or were well trained to use words wisely. These exceptional people understand how important their own interaction with customers and candidates is to the success or failure of their staffing firm. But there are also those at the staffing desk who are not cut out for the job and/or have not received the needed training. The wrong words/actions cause them to let important customers and prospects slip through their fingers. They lose the “prize” and often never know why. Very often, unbeknownst to management, these mostly well-intended people are turning off customers.

When I owned my first staffing firm, we acquired our **top client** because our competitor's staffing specialist said “the wrong thing” to her on the phone one day.

At Seminars By The Sea - ISU, we are consultants, trainers and customers of temporary help and staffing services. I'd like to share some “turn offs” that staffing specialists have said to us.

1. We brought on a temp-to-hire who called in sick 7 days in first month. When we asked to replace her, the staffing specialist told us: “You are being unreasonable. People DO get sick. Give her a chance. Good employees are hard to come by.”
2. When we called a temp supplier to place a job order late one afternoon, we were told: “I'm sorry. We leave at 5. Call us back tomorrow and we will be glad to take your order.”
3. We received a temp who was unqualified to perform the job. When we called the service to voice our complaint, the staffing specialist asked: “So do you think we were deliberately trying to send you a bad candidate?”
4. One day, I went back to our stock room to find our temp lying flat down on her back – drunk. When we called the staffing specialist, she matter-of-factly said: “Okay, just go ahead –wake her up – send her home – and we'll get you someone else as soon as we find someone.”

Some “turn off” statements we have heard more than once:

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- "I am sorry, but we have no control over what a temp does when they leave our office."
- "Don't blame me – your supervisor should have given a better job description (directions, details, etc.)."
- "I'm sorry if I sounded grouchy when you called this morning, but I had a fight with my boyfriend (mother, wife, child, etc.) last night."
- "No problem", after we the customer thanks the specialist for a service

Any other words that "chill" you when you hear them? Respond to semsea@aol.com

Training and retraining is the key to eliminating customer-killer wording as well as to systematically building your business.

Our [Staffing Coordinator 2000 Video Training](#) program is an excellent resource to establish best practices for your staffing team. The program is comprehensive and chock full of valuable ideas/*do's and not to do's* for the *new or experienced* staffing professional to digest again and again.

Jonathan Paul and I just finished authoring our brand new [Building Sales From The Staffing Desk](#) manual. Just two or four of the 20 proven ideas for building sales from the staffing desk can generate more job orders and increase the competence of your staff overnight! Have a look.

Note that there are several promotions that include the new manual. See these at our [Special Promotions](#) page.

'Til next month ... be well!

[Back to top](#)

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Issue 3

March 2004

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RECENT GOVERNMENT CONTRACTS AWARDED TO STAFFING FIRMS

- **National Staffing Firm Awarded State of TN Contract potentially worth \$60M**
- **One of the nation's largest healthcare staffing firm obtains a MAS Contract to provide allied health personnel to government facilities/USA**
- **Florida staffing firm awarded contract with the Dept. of Energy =PW: \$59.8 million**
- **Virginia woman-owned staffing firm awarded FSS Award - PW: \$7 million**
- **Small 8a staffing firm awarded "largest contract ever" with the Air Force**
- **Small Houston-based**

IN THIS ISSUE

1. ***** New *** Audio Web Course on Government Contracting**
2. **Five Myths About Government Contracting**
3. **Recent Government Contracts Awarded To Staffing Firms**
4. **April Special Pricing on Manuals and Videos!**

8 CLASS COURSE ON GOVERNMENT CONTRACTING

Audio-Web Training Scheduled May 5-27th

Our customers and key prospects ask ... we listen!

Many of our clients and prospects have been interested in attending Seminars By The Sea/International Staffing University's 3-Day Class/Workshop on **Staffing/Government Contracts**.

Unfortunately, some are allergic to our glorious sunny weather, blue skies and ocean breezes here in Huntington Beach, California - and resist staying at our recommended "hostel" The Waterfront Hilton overlooking 7 miles of Pacific Coastline. Others, quite frankly, cannot find the time (or money) to travel and come to a three class.

So we have constructed a wonderful eight class series /comprehensive course covering all aspects of government contracting as it relates to the staffing industry. This program will be presented as an Audio-Web Course over a period of four weeks (2 classes per week) during May.

Government contracting is the hottest initiative for both the small and large staffing enterprise today.

Simply stated, most executive and management players in our industry seek to enter or expand their revenue growing opportunities in doing business with our governments.

Why?

Unlike the government of "old", contracting is profitable business due to the "best value" criteria established for procurement today.

Radiology staffing firm awarded contract with Texas Dept. of Justice/Bureau of Prisons and the list goes on!

Additionally...

- **USA's large prime contractors actively seek staffing firms to comply with Subcontracting Plan/ Requirements**

- **Contractors like Bechtel – who was awarded a Rebuilding Iraq USAID Contract PW: \$165M - set up conferences and web site seeking subs**

www.bechtel.com

Is the Government on your list of prospects for 2004/2005?

Attend our Course and find out ... If / Why / How!

ISU Classes

designed for people who are NOT allergic to:

- * **sunshine**
- * **blue skies**
- * **pacific ocean breezes**
- * **energy**
- * **great education**

Many staffing entrepreneurs and professionals have avoided doing business with the government based on one or more of these five myths:

1. They think that government contracting is highly competitive and awards go to the lowest price bidders.

Nothing could be further from the truth. 70% of all government contracts for services are awarded with no (or minimal) competition involved.

And do you know what happens, in your response to a government solicitation, if your bid is the lowest on pricing?

It will mostly be thrown out and not considered.

Why?

Because the government know longer buys on "lowest price" criteria (at least, not in most situations relevant to staffing companies).

The government is required to use "best value" criteria in procurement per the FAR Acts. And "best value" does not mean lowest price (typically).

2. They think that the government agencies are slow payers.

Not so. The Prompt Payment Act passed in 1997 requires that government agencies pay contractors within 30 days of submittal of a proper invoice. If they do not, they must pay interest.

Additionally, many staffing invoices submitted to the government are paid electronically by credit card and electronic funds transfer.

3. They think that the process of seeking out, being awarded and managing contracts can be overwhelming.

It can be. But knowledge is power. It should not take an "Act of Congress" for a staffing firm to reap the rewards of doing business with the government.

If you know how to locate the opportunities, put forth a properly prepared and packaged Complete Offer and know the rules of managing a contract, the process is realistic.

4. They think that the government doesn't buy or need the type of staffing that they sell.

The government needs and buys all type of temporary staffing services.

Administrative/clerical, Labor (all kinds), Attornies/Legal, Architectural, Medical (Office, Allied Health, Dental, Physician, Nursing, Home Care), Technical/IT (and plenty of it), Event Personnel ... and more.

And government agencies are using more executive search firms than ever.

All types of staffing firms can benefit from government contracting.

See our class schedule at
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[Staffing Govt Contracts - 3day](#)

Click the classes above to see the dates and
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5. **They think that their staffing firm is too BIG (or SMALL) to be awarded a contract.**

Not so. All size firms are awarded government contracts. Depending upon your size, you need to know what contracts you are qualified to obtain and how to position yourself to obtain those that are geared for staffing firms of a different size than yours.

Did we dispel any of your myths here?

Now about the [GOVERNMENT CONTRACTING FOR STAFFING](#) Course...

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GOVERNMENT CONTRACTING FOR STAFFING / 8 WEB CLASSES

From the newcomer to government contracting to the experienced pro - there is something in our Government Contracting For Staffing Course - for everyone who wants to expand their knowledge in this area.

Those of you who are NEW to government contracting - take the full course!

You will learn so much. And you will be saving money - as there is a sharp discount on the complete Course vs. single courses.

If you are experienced in government contracting, take the single class(es) that appeal to your needs/interests.

The audio-web programs allow you to attend the "classes" in the privacy of your own office (or anywhere) with a computer, internet connection and a phone.

For one fee, you can involve an unlimited number of participants from the same company (at the same site).

You receive Instructions and Handouts prior to the date of the scheduled Class in which you have pre-registered.

Our Web classes are interactive. We take Polls and open the phones for questions (which may also be asked via "chat").

Do not miss the opportunity to sign on for this Course to be presented in May. It will not be repeated again until later in the year.

For information, click on the hot button on the home page of our web site at www.istaffingu.com or call 1-877-4-SEMSEA.

GOVERNMENT CONTRACTING FOR STAFFING Eight (8) WEB CLASSES SCHEDULED MAY 2004

CLASS 1. **Federal Government Contracting For Staffing Companies – Getting Started / Basics 101**



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"staffing talk" in just a few short
hours and ready to be productive
ASAP!

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Topics:

Federal Contracting Opportunities for staffing firms; What type of staffing services does the government buy and how much by agency; 10 Steps to getting started in federal contracting; Basics of Contract Set-Asides; Registrations and Certifications; How the federal government buys; Types of Purchases: Sealed Bids, RFQ/Ps, Simplified Acquisitions; Micro-Purchases; \$ Thresholds For Different Types of Purchases; How Contracts are awarded; Bid Protests; Finding & Identifying Bid Opportunities; Sales & Marketing to the federal government; Getting Paid By The Government; FAR Acts in a Nutshell; Contracting Resources.

Date: Wednesday, May 5

CLASS 2. **Obtaining and Marketing a GSA Schedule (or Schedules)**

Topics:

GSA Overview; Advantages of having a GSA Schedule; How to identify the appropriate FSS Schedule(s) and SINS that your Staffing company might qualify for; a Step-By-Step Approach to obtaining a GSA Schedule; Marketing a Schedule Successfully

Date: Thursday, May 6

CLASS 3. **Bid Packaging & Proposal Writing - Hands On**

Topics:

How to (successfully) read and understand a Solicitation; The Language of Bids; Planning a Proposal Submission Schedule; Preparing a Proposal to be "Most Responsive"; Developing the Pricing Strategies, Themes, Formats, and Executive Summary; Understanding Best Value Procurements; How You're your Proposal Will Be Evaluated; Evaluating of Past Performance and how to access your company's PPIRS; How NOT to turn off the Evaluator (including Bid Bloopers) in submitting your Proposal.

Date: Wednesday, May 12

CLASS 4. **Contract Pricing & Negotiations**

Topics:

Negotiations defined; "best value" and "fair and reasonable pricing" propositions; Price and cost analysis; obtaining Prior Pricing Information through the use of **FOIA** (Freedom of Information Act); process of negotiating and preparing a **BAFO** (Best and Final Offer); applying appropriate **FAR** (Federal Acquisition Regulations) Acts

Date: Thursday, May 13

CLASS 5. **Subcontracting and Teaming Arrangements**

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Topics:

Basic requirements of Subcontracting Plans; Best practices for locating & obtaining subcontracting opportunities AND subcontractors; subcontracting administration; How to obtain the Federal Procurement Report; marketing to Prime contractors; payment issues for both primes and subs.

Date: Wednesday, May 19

CLASS 6. Managing & Marketing a Federal Government Contract

Topics:

Responsibilities of a contractor (pre and post award); contract charges; modifications; best accounting methods for contractors; payment issues; contract performance disputes; terminations for convenience or default; contract completion and closeouts; audits; marketing tips.

Date: Thursday, May 20

CLASS 7. State & Local Contracting For Staffing Companies

Topics:

How to find State contracting and sub opportunities; Doing business with the County; City contracting fundamentals; Contracting Opportunities with Colleges & Universities; Registrations and Certifications; Learning the Acquisition Regulations for State and Local Government Entities; Sales, Marketing and Building Relationships with the State & Local Buyers.

Date: Wednesday, May 26

CLASS 8. Advanced Level Government Contracting

Topics:

Business Matchmaking; Mentor-Protege Programs; GWACS; SBIR/STTR Programs; Grants and Grant Writing Basics; Rebuilding Iraq Subcontracting Opportunities; Exploring Unsolicited Proposal Opportunities.

Date: Thursday, May 27

To sign up for the complete course OR individual class(es), visit us at: www.istaffingu.com

Click on Hot Button "Audio Web Program: Government Contracts". Download the PDF file brochure with reservation form at www.istaffingu.com

PS.

If you are NOT allergic to sunshine, blue skies, pacific ocean breezes, energy

- and great education - why not sign up for one of our upcoming classes?

Or send one of your staff members - one of the best perks you can give!

Here's to Building Staffing Revenues Through Government Contracting in 2004/2005 and beyond!

Until next month!

**Simply the *best* Staffing
Industry Training
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[Back to top](#)



STAFFING INSIGHT

A monthly newsletter from **Seminars By The Sea - International Staffing University**

Issue 4

April 2004

Welcome to *Staffing Insight!*

This newsletter was prepared for staffing professionals exclusively. You have the right to opt-out of our mailing list at any time and you will not receive any further emails from us. If you no longer wish to receive email from us please reply to this e-mail and use the word "remove" in the subject field. In the body of the e-mail clearly enter just the e-mail address that you wish removed from our database; or call toll free 877-4-SEMSEA.

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HOT ITEMS!

MAY 2004

GOVERNMENT CONTRACTING for Staffing Companies

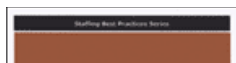
May 5-27, 2004, an 8 class audio-web course that will prepare your company to work with/maximize contracting and subcontracting/teaming opportunities with the biggest and best paying customer in the world – Uncle Sam!

And the course will help you to find, secure and fill staffing contracts & opportunities with State and Local Governments, too.

Visit www.istaffingu.com to download the brochure in a PDF file from the home page and/or to view course details on the web site.

"SELL" is a four-letter word to most Staffing Specialists.

This Manual was written to help teach and inspire your staffing team to utilize their



IN THIS ISSUE

1. **Have an Itch to Scratch a (Staffing) Niche?**
2. **Six Advantages of Specialty Niche Staffing**
3. **Finding The Right Staffing Niche To Start/Add**
4. **Government Contracting For Staffing Audio Web Course**

“HAVE AN ITCH TO SCRATCH A NICHE?”

TODAY'S HOTTEST STAFFING INDUSTRY SPECIALTIES

In reflecting on my 28 years of involvement in the staffing industry, I think back to my early days as a salesperson for a local temporary help service.

In 1977, when I started out, the temporary help industry generated about \$1 billion a year in revenues. The average assignment was 2-3 days; we considered a one week assignment "long termed".

Temp-to-hire and staffing were concepts years away to being discovered.

In those days, we had three service concepts to offer prospective clients:

- 1) Vacation/illness replacements
- 2) Temps for peak overload situations
- 3) Payrolling services

We sold secretaries (Gregg or Pittman shorthand or steno "a must"), file clerks, receptionists, keypunch operators, bookkeepers, comptometers, packers and truck loaders/unloaders.

Our company had a "Permanent Placement Division", too. But "temp" was kept very separate from "perm". That's was how things were handled then.

Have we come a long way in 28 years! Industry Veterans like myself (Hey some of us almost qualify to be "historians") have seen great changes and evolutions in staffing over the years. Some for the negative; most for the positive.

The industry dynamic that interests me the most is the growth of **NICHE/SPECIALTY STAFFING.**

natural talents and skills to build business from the inside!

See the Introduction and Table of Contents [here](#).

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ISU Classes

See our class schedule at www.istaffingu.com

April/May Featured Classes:

[Medical Staffing 2004 - 3day](#)

[Home Care Staffing - 2day](#)

[Staffing Sales 2004 - 2day](#)

Click the classes above to see the dates and class itinerary!

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[Govt. Contracts Manual](#)

While office and industrial staffing placements continue to make up for over 70% of the overall temporary business, **niche/specialties are the fastest growing.**

Some of the hottest **staffing specialty niches/major categories** include:

- * Accounting/Financial
- * Mortgage/Lending
- * Information Technology
- * Medical/Health Care
- * BioTech/Pharmacy
- * Social Services
- * Human Resources
- * Insurance
- * Legal
- * Librarian
- * Hospitality
- * Retail
- * Real Estate
- * Trades & Construction
- * Home Care Services
- * Executives
- * Non-Profit
- * Sales & Marketing
- * Customer Care/Call Center
- * Creative Services
- * Education
- * Agriculture
- * Bilingual/Global Services
- * Fashion & Beauty
- * Life Sciences
- * Automotive
- * Government
- * Aerospace

What's even more interesting is the growth of the "niche within a niche" and highly specialized niches.

Examples:

If you own a large chain of hair salons and need a Manager for a location, so where do you go to find one?

You might want to try **Spa Salon Staffing**. This company specializes in placing personnel in Spas, Salons and the Beauty/Haircare industry.

The Vet Recruiter may be able to help you find a pet food salesperson.

If it's a Fertilizer salesperson or a Turf Grass Specialist or a Manager for your Nursery that you seek, you might want to call on **AgraPlacements**.

Need a chef for your restaurant? Try **Culi-Services**.

Do you manage a Private School and need an interim/substitute teacher? **Teachers On Reserve** may have the right candidate for you.

Are you a fashion house seeking to hire a designer or pattern maker? Consider trying a company like **24seven Fashion Placements**.

[Medical Staffing 2003](#)

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Your new hires will be speaking "staffing talk" in just a few short hours and ready to be productive ASAP!

To view the tables of contents or

Maybe the auto dealership you own needs to hire a Service Manager or a Master Toyota Technician? You might want to call on **Auto People**.

If it is an interim jet pilot/captain that you seek, you might want to call one of the many staffing services that specialize in placing pilots -such as **Wayside Professional**.

One large staffing company set up a division - **Aerotek Aviation** - to handle the mechanics, technicians, engineers and skilled specialists for the aviation industry. There are now many staffing services specializing in this area.

Aviation has become a very hot niche because the **government** and customers of the government have "quietly" become the preferred customers of many staffing organizations.

Speaking of the government, there are staffing companies that service government agencies and/or customers of government agencies primarily.

Are you a government contractor with open billets on your GWAC?

GSA Placements has candidates skilled in acquisition, budgeting and finance to support federal contracts.

Are you a Baptist Minister seeking a position? Call on **Southern Baptist Ministers Staffing Service**.

Or for other denominations, consider calling **Church Staffing** or **Kingdom Careers**.

To view some of these interesting staffing niche companies that we mention above (and others), visit:

- www.spasalonstaffing.com
- www.thevetrecruiter.com
- www.agraplacements.com
- www.culi-services.com
- www.teachersonreserve.com
- www.24seveninc.com
- www.autopeople.com
- www.waysidepro.com
- www.aerotek.com
- www.gsaplacements.com
- www.premier.net/~minister/
- www.churchstaffing.com
- www.kingdomcareers.com

You would be hard pressed to find any occupation or industry that is NOT serviced by the staffing industry today.

In addition to specialists to industries/occupations, there are staffing niche companies that cater to special people - such as disabled, diversity, gay, female and minorities, college grads, ex-military and others.

**purchase the video programs,
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Examples:

- * Employment Connection (disabled)
- * Corporate Diversity Search (diversity)
- * The Works Recruitment (gays)
- * Minority Executive Search (female/minorities)
- * GradStaff (college graduates)
- * Orion International (ex-military personnel)

Email us at jpaul@semsea.com with the most interesting staffing niches that you know of or handle.

What ARE the advantages of niche staffing, anyway?

[Back to top](#)

SIX (6) ADVANTAGES OF NICHE STAFFING

Advantage #1: Potential For Higher Margins and Fees.

While being involved in niche staffing does not GUARANTEE you higher margins or fees, most specialists realize higher net profitability than traditional staffing counterparts. Why? With Specialists, customers have the expectation of supplier expertise and better qualified candidates. They are generally willing to pay a premium for getting both. Higher specialization + Lower competition tends to result in higher pricing/profits.

Advantage #2: Client Perception: Specialists = Experts / Quality Providers

Being a "specialist" can elevate the status and image of the staffing company in the clients' mind. The clients perceive the specialists to be experts in recruiting and placing quality candidates. This is especially true when the management and/or staff *do* have experience and expertise in the niche field.

Advantage #3: Potential For Minimized Competition for Clients/ Candidates

Being involved in a staffing niche does not guarantee that you will have the playing field all to yourself or minimal competition for clients/ candidates. Many niches are getting "overcrowded" - especially in some markets. Some niches, however, have minimal competition. It takes some research of markets to find out if the niche you might be interested in has "room for you".

Advantage #4: Potential For Reduced Marketing Costs

If you happen to get involved in a good niche that has minimal competition, you might be able to reduce your marketing costs substantially. If you do not have to "claw and fight" for clients and candidates, it costs less to market your services to obtain them.

Example: Years ago, I had the pleasure to work with Terri Anderson, who started Real Estate Temps in San Clemente, CA. (She has since sold the company and semi-retired). I remember asking her: "How did you manage to build this business so rapidly and profitably?" She told me: "I just sent some

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letters to builders and they just started calling. And a bought a mailing list of real estate agents and our letters brought them in, too."

I should add that Terri *was* an expert in her field. She had been a Real Estate Broker and understood what it took to recruit and retain quality real estate talent.

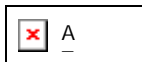
Advantage #5: Potential For Higher Business Value

Many Staffing Industry mergers & acquisitions (M&A) specialists will tell you that good profitable specialty niche staffing companies can command a premium price at market.

Advantage #6: Room To Grow

The future looks bright for the growth of specialty niches. As more companies (even the Federal, State and Local governments) are becoming "sold" on the idea of using staffing services for searches and interim personnel needs, we will find that specialty staffing niches will carve out a greater share of the revenue "pie" well into the future.

Our "A-Team", (**Anna**, a Lhasa Apso and **Andre**, a Bichon) - strong staffing niche supporters – celebrating diversity!



How do you decide on a Staffing Niche to Start or Add?

[Back to top](#)

MAKING THE STAFFING NICHE DECISION

Most of the readers of this newsletter know by now that I have successfully started and eventually sold two of my own staffing companies.

And that I have a PASSION for staffing ... plus a nose for opportunity.

There is great opportunity in niche staffing.

The Keys:

The keys to discovering the right niche to start or add to your present operation include:

- Go to the Occupational Handbook at www.bls.gov and review all the occupations. Which ones jump out as a potential fit for your organization? Write those down on paper.
- Review the industries that the people employed in the occupations you wrote on paper work in.
- Ask yourself: Would I be passionate about placing people in



**Thank you for
reading!**

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this occupation? If not - cross it out. Would I be passionate about working with this industry?

- Occupational Handbook at www.bls.gov will give your Occupational Outlook/trends for every job. Is the occupation in a growth mode?
- Ask yourself: Does this niche "fit" my present business? Interests? Capabilities/interest of present staff?
- Research for competitors by Yellow Pages (Nat'l) - Associations like NAPS www.napsweb.org and ASA www.staffingtoday.net and by conducting a google-type keyword search.
- Consider adding a staffing niche around what the government is buying. I cannot express to you strongly enough how I feel about the enormous opportunities that staffing companies are missing by not pursuing the right kind of government business.

Remember:

Uncle Sam - the world's largest customer - is not moving offshore or relocating to Mexico anytime soon!

That reminds me...

Why haven't you signed up for the Government Contracting For Staffing Audio Web Program coming up May 7 - 27 ???

Download the Brochure from our Home Page at www.istaffingu.com .

This is one program you do not want to miss!

And ...

Jon Paul and I look forward to seeing some of you in just a few weeks at Staffing Digest Rendevous at The Treasure Island/Las Vegas!

'Till next month ... be well!

[Back to top](#)

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STAFFING INSIGHT

A monthly newsletter from **Seminars By The Sea - International Staffing University**

Issue 5

May 2004

Welcome to *Staffing Insight!*

This newsletter was prepared for staffing professionals exclusively. If you no longer wish to receive email from us please reply to this e-mail and use the word "remove" in the subject field; or call toll free 877-4-SEMSEA.

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[>> May 2004 Promotions! <<](#)

HOT ITEMS!

IN THIS ISSUE

1. **2004 Staffing's Red-White-Blue Good News**
2. **Hiring/Managing Tips From "The Donald"**
3. **World-Wide Staffing Stats**

STAFFING'S RED-WHITE-BLUE GOOD NEWS (2004)

MOST POPULAR NEW MANUAL!!!

"SELL" is a four-letter word to most Staffing Specialists.

This Manual was written to help teach and inspire your staffing team to utilize their



natural talents and skills to build business from the inside!

See the Introduction and Table of Contents [here](#).

You can receive this manual *free* plus an instant *\$300 Rebate* with your purchase of any STAFFING MILLENNIUM video training program. (Plus *Free Shipping*) Visit www.semsea.com and click on "Special Promotions" button!

You most likely KNOW about (and are hopefully participating in) the staffing industry recovery if you have office(s) in a USA market.

The 2004 "Staffing's Red-White-Blue Good News" includes:

- Since April 2003 'til now, there have been more than **212,000 new temporary jobs** created throughout the United States.
- Overall total staffing revenues in 2004 are expected to **grow by 6.4%** over 2003's sales.
- **Office support** is expected to grow faster than light industrial.
- Healthcare staffing is expected to grow just slightly in 2004 but by **double-digits** in 2005.
- Home health care staffing is expected to grow by **7-9% each year** over the next 5 years (total 42%).
- 2004 is predicted to be a "turn-around" year for **IT staffing** (after four consecutive soft and declining years).
- The Bureau of Labor Statistics (www.bls.org) predicts that the staffing industry will add 1.8 million jobs between 2002 and 2012 - a **54% increase**.
- **Medical Assistants** to grow in jobs (2002-2012) by 59%.
- Professional jobs are expected to **grow by 68%**. Professional contingent staff: Lawyers, Accountants, Engineers, Biochemists, Execs make up the **fastest** growing sectors of staffing today. They make up more than 1/3rd of the temp placements made by the larger staffing firms.



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May and June Featured Classes:

[Staffing Sales 2004 - 2day](#)

[Staffing Branch Mgr - 2day](#)

[Medical Recruiter – 2day](#)

[Risk Manager – 1day](#)

[Industrial Staffing – 2day](#)

Click the classes above to see the dates and class itinerary!

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According to The Manpower Employment Outlook, **eight** of the hottest industry sectors for job growth this year will include:

1. Construction (very hot in the South; weakest in the Northeast).
2. Education (hot in the South; flat in the Midwest).
3. Finance
4. Insurance
5. Real Estate
6. Durable Goods/Manufacturing
7. Services (strong in the South; weakest in the Midwest)
8. Transportation/Public Utilities (strongest in West)

After several years of suffering for many staffing entrepreneurs, are the survivors FINALLY out of the woods?

Is yet another staffing boom like the one we had in the '90s upon us?

I think that even the most pessimistic people in the industry would have to agree that the answers to the above appear to be: **YES**.

The Outlook is looking quite SUNNY for all sectors of staffing.

Break open the champagne, add a bunch more phone lines and wait for that long awaited rush of job orders to come rolling in, right?

The veterans like me who have been on at least four of these "roller coaster rides" over our industry careers would tell us, "Not so fast..."

There is little question that a wealth of placement opportunities will be available throughout this decade for American staffing firms.

But the REAL question is ... will you (and your staff) capture those opportunities?

Remember:

The customers have many choices in suppliers - and those choices will GROW as we see another flood of new staffing entrepreneurs enter the market to reap the rewards of the upcoming "gold rush".

To quote the authors of *Good To Great*, "You must have the right people on the bus ... in the right seats".

And if I might humbly add - "with the right training".

What a shame it would be if you missed the opportunities - with the wrong people in the wrong seats with the wrong or no training.

Since 1992, Seminars By The Sea/International Staffing University has provided training for over 12,000 staffing professionals.

And we have so many success stories!

My favorite one to tell you about is a time when I was commissioned to customize a sales training class for a staffing company in the Midwest. While I seemed to be well-received by the training participants, I had a

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sense that the President of the company was taking a distinct dislike to me. Maybe it was my personality, delivery style, my voice - or something else. (A rare occurrence but you know, that happens. Right?)

I didn't really expect to be called back for future work with this organization.

About four months later, I received a call back from that president.

He said: "We'd like to have you back for another 3-days of staffing training."

I nearly blurted out: "You're kidding."

He added: "Three of our salespeople have more than *doubled* their sales since your visit and they DEMAND to have you back."

You have no idea what this meant to a *passionate* industry educator (me!).

Each one of our expert, dedicated trainers could wallpaper the bedrooms in their homes with the cards and letters that they have received from our students.

If the staffing recovery is NOT coming fast enough to you, you should be coming to us.

For our upcoming classes, visit www.istaffingu.com

For video programs and manuals, visit www.semsea.com

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Your new hires will be speaking "staffing talk" in just a few short hours and ready to be productive ASAP!

To view the tables of contents or purchase the video programs, visit:

HIRING IDEAS FROM "THE DONALD"

"I remember when I used to be The Donald." (Donald Duck)

You know, I don't care how you feel about Donald Trump personally.

And whether or not you watch *The Apprentice* (I think that I may be one of only five adults in American who have never seen the show), well - you simply cannot argue with success.

If you have our *Staffing Manager 2000* Video Training Program (www.semsea.com), you know that we hold some strong opinions about establishing set criteria for hiring Superstars in Staffing -Managers, Sales and Placement Coordinators.

Our Senior Consulting/Training Team has (collectively) over 75 years of experience in hiring hundreds (if not *thousands*) of Staffing Superstars and "Potentials".

Oh, don't get me wrong - our Team members have ALL hired a few "turkeys". But generally speaking, we KNOW what it takes for people to be successful in the specific key roles in our industry.

I wanted to share with you **The Four Essential Qualities** that The Donald looks for in hiring people:

[Video Programs](#)



1. An Outstanding Personality: person who makes everyone feel comfortable
2. Book Smart + Street Smart Combination
3. Creativity: to see beyond the obvious, imagine what others can't envision
4. Loyalty/Trust

Take those four "winners" AND add "passion" and "process" and you are off to a good start in hiring people who can capture staffing opportunities.

(Of course, you must put those people in the right "staffing seats".)

And here are a few key Management "Gems" from The Donald:

1. **Set the Standard.** Don't expect employees to work harder than you.
2. **Realize that your organization will function as a "dysfunctional family"** at times. If you don't have problems, you must not have an organization to run.
3. **Regard your organization as a living, breathing organism.** Spreadsheet figures reflect the health of your company. Watch out for the bad cells while letting good cells flourish.
4. **Growth is an indication of life.** Keep your organization moving forward.
5. **Have PASSION for what you do.** Employees need to see/feel your energy.

From *TRUMP* How To Get Rich

Good Stuff, huh?

[Back to top](#)

[May Promotions!](#)

CONTACT US!

**Seminars By The Sea
- International
Staffing University**

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Huntington Beach, CA 92648
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4736732

FX: (714) 960-6563
Email: info@semsea.com

Web: www.semsea.com
Web: www.istaffingu.com

[Back to top](#)

WORLD-WIDE STAFFING STATS

Did you know that the temporary staffing is estimated to be a \$140 billion dollar a year industry (and *growing*) world-wide? And that there are more temporaries on assignment in Europe than there are in the USA?

Much of the world's major staffing markets slowed down after "9-11". But now most global markets are experiencing strong staffing growth.

The fastest growth staffing markets include:

- * **UK** (especially engineering, healthcare, teleservices)
- * **USA**
- * **Southern Europe** (strong growth in Belgium, Spain, Portugal, Italy)
- * **South America**
- * **Australia and New Zealand**
- * **Asia** (especially Japan)

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TEST your applicants for integrity, drug use, violence, and dependability!

For more details call Greg Miles at (888) 314-8908 or visit www.insightww.com



Thank you for reading!

MANPOWER's Japan Co., Ltd. has over 58,000 staffing clients and 330,000 temporary staffers in that country alone.

Adecco, the world's largest staffing company in revenues and market share, has over 5,800 staffing offices (and over 100,000 clients) with offices located in the following global markets:

Asia Pacific:

Australia, China, French Polynesia, Hong Kong, India, Indonesia, Japan, Malaysia, New Caledonia, New Zealand, The Phillippines, Singapore, South Korea, Taiwan, Thailand.

Europe:

Austria, Belgium, Czech Republic, Croatia, Denmark, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Luxembourg, Monaco, Netherlands, Norway, Poland, Portugal, Romania, Russia, Slovenia, Spain, Sweden, Switzerland, United Kingdom.

Americas:

Argentina, Bolivia, Brazil, Canada, Chile, Columbia, Costa Rica, Dominican Republic, Ecuador, French Guyana, Guadeloupe, Martinique, Mexico, Panama, Peru, Puerto Rico, Uruguay, USA, Venezuela.

Other:

Israel, Morocco, Nambia, Nigeria, Reunion, South Africa, Tunisia, Turkey.

We have had many students from all parts of the world partake in our energizing, sunny sea-close and comprehensive training experience offered here at International Staffing University, www.istaffingu.com

And the amazing thing is that no matter where they come to us from they bring pretty much the same staffing questions, issues and challenges.

Hopefully, you found the information contained in this month's edition of *Staffing Insight* useful to you.

I bid you a happy and properous May!

[Back to top](#)

STAFFING INSIGHT



A monthly newsletter from **Seminars By The Sea - International Staffing University**

Issue 6

June 2004

Welcome to *Staffing Insight!*

This newsletter was prepared for staffing professionals exclusively. If you no longer wish to receive email from us please reply to this e-mail and use the word "remove" in the subject field. In the body of the e-mail clearly enter just the e-mail address that you wish removed from our database; or call toll free 877-4-SEMSEA.

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>> [June 2004 Promotions!](#) <<

SUMMER SCHOOL CLASSES AT ISU

[SUMMER CLASS SCHEDULE](#)

Classes take place in beautiful
Huntington Beach, California.

Stay at one of our recommended
hotels overlooking 7 miles of
Pacific Coast.

[Click on this link to see our
Summer School PDF file!](#)

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[VOP & VMS Programs](#)

[Govt. Contracts Manual](#)

IN THIS ISSUE

1. **Summer School at International Staffing University**
2. **How to Get the MOST Out of your TRAINING Dollars**
3. **Who the D-E-V-I-L are we sending out N-O-W? WOWO Techniques (AudioWeb)**
4. **Customer Service *INSANITY* & How To Cure It (AudioWeb)**

How To Get The MOST Out of your TRAINING Dollars

We had an interesting experience in one of our recent classes held here at International Staffing University. It inspired me to write this article --- living proof that we have something to gain from most "difficult" experiences in our lives.

A little background about our trainers:

Each member of our training team has worked in the staffing industry for a minimum of 14 years and most have over 20+ years of industry experience. We have thousands of cards and letters from students who have come to class that "rave" over the training and how it has positively impacted their lives. That's something we are all very proud of here. You may have remembered me saying that our training team here at ISU has trained over 12,000 staffing professionals since 1992. Whew!

I can count on TWO hands the students that have come to ISU and have presented a challenge to the trainer or disrupted the class.

From this infamous group of about 10 out of the 12,000, we have had four students who walked into the classroom, put their heads down on the desk and never showed their faces - ever. Another student spent the entire first day of class complaining of a hangover! She disrupted the class by insisting upon audio taping it - which we asked her not to do.

Another participant who had recently been promoted to Senior Staffing Specialist (an internal position) from being a Certified Nursing Assistant / CNA temporary - felt that the medical staffing class was "a waste of my time". Her desire NOT to be in class (a common denominator of ALL the classroom challenges) manifested itself in constant complaining about everything from the accent of the trainer to the temperature of the 70-degree room.

[Medical Staffing 2003](#)

[Medical Recruiter Manual](#)

[Home Care Staffing](#)

[Staffing Emarketing & Recruiting](#)

[Building Business From The Staffing Desk](#)

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You can train your **new hires** with *"simply the best"* video training products.

* **Temporary Sales**

* **Staffing Coordinator**

* **Staffing (Branch) Manager**

* **Recruiter Manager**

Your new hires will be speaking "staffing talk" in just a few short hours and ready to be productive ASAP!

To view the tables of contents or purchase the video programs, visit:

[Video Programs](#)

"The room is t-o-o-o cold. Turn up the heat or I am out of here." The other students caved in, allowing the temperature to turn the training room into a "sauna" - to the point that beads of sweat poured down some of the other's faces. Finally, on the second day of class, one young man became so frustrated that he admonished her: "Tomorrow, you bring a heavy sweater or I will go across the street and buy you a blanket!"

The most recent challenge that inspired this article came to class in the form of a young lady who, from the time she walked in, insisted that our company fax machine should be made available to her to accept and submit facsimiles. "I shouldn't even be here. I am going through the process of obtaining a mortgage." (Once again, that common denominator.) She turned out to be our 10th student challenge in our 12-year history.

You might wonder: "Wow - don't these trainers have a handle on their classrooms?" Well, I would tell you that most of the time we do. But the challenges can push you to the limit. We have Class Rules, which we hand out, at the beginning of each class. And most students are super respectful, receptive and wonderful to have here.

Okay, so what does all this have to do with you?

Take this "Don't Waste Your Training Dollars" advice from a 28-year staffing veteran and Director of Training for a dozen years.

1. Know that most well-established training institutes and trainers wouldn't survive if they were not dedicated to making a difference in their student's lives. While not every training approach fits every student, good trainers have the desire to help others. Training is as much the responsibility of the student as it is of the trainer. And often, trainers are only as good as the students they have to work with.

2. Before you send an employee to any type of training whether it be provided by ISU/Seminars By The Sea, Ginger Thaxton/Creative Management, Zig Ziglar, Sandler or any other - make sure that they WANT to go. If the employee indicates, for whatever reason, that they do not want to attend a training program - do not send them. You will most likely be wasting your money and causing headaches for the enthusiastic participants and the training company, as well.

3. Prior to sending an employee to training, ask them to write down three major objectives they have for taking the class and/or what three work-related problems they would like to have addressed in the class.

How do they expect to be "bettered" by the class? Ask them to contact the training company and ask if their expectations would be met. And finally, ask them what they would do if they attended the class and found themselves having their objectives and expectations met. I can tell you that, in our company, we never allow a student to walk away from a class NOT having their objectives met. The trainers always make themselves available during and after the class to answer all questions. The results of this suggested assignment might give you an idea as to whether or not your training dollars would be well spent.

4. Tell the employee that you expect them to report to you what they learned in the classroom. (I personally have never attended a training program that I did not learn something - at least one or two new ideas - that were important to my growth.)



5. After class, feel free to ask the trainer for feedback on your employee. But please --- if the feedback is, well problematic ---don't kill the messenger.
6. If you have doubts about sending specific employees to class -
 (a) Attend the class along with the employees OR (b) consider a customized on-site training provided by a well-established company.
7. Remember, training and staffing education is an ongoing *process* not just an event!

For our upcoming classes, visit <http://www.istaffingu.com/>

For video programs and manuals, visit <http://www.semsea.com/>

[Back to top](#)

WHO THE D-E-V-I-L ARE WE SENDING OUT N-O-W???

An irate customer calls to report: "Your temporary walked out at lunchtime ... with two of our president's Mont blanc pens, by the way ... and hasn't returned. We haven't seen nor heard from her since noon and it's now 4:55 PM!"

After responding to the client with a heavy "Ohhh!", your staffing associate makes many attempts to contact the missing temp, to no avail. Days pass and it appears that the investigation has grown "cold" – the trace on the temp AND the pens have both dried up.

Your staffing associate defends her selection: "*But Sefora interviewed and tested well on Qwiz. She was dressed so professionally – in a beautiful navy blue tailored dress.*"

A song from the past comes to mind: "Devil in a blue dress ... blue dress ... blue dress..." And you think to yourself, "Who the DEVIL are we sending on assignment NOW?"

How many times have you lost a customer by sending out a temp or candidate who behaves like the Devil? Unfortunately, these "devils" can cost us customers. **To lose one or two customers who generate \$10,000 - \$1 Million in yearly revenues is too much!**

In my opinion, the most important responsibility of a staffing company owner, manager or associate is to protect their clients, candidates and company.

Would you like to learn some techniques to help you and your staff WOW in the area of successful interviewing (Weeding Out Weird-Ohhhs!)??

On July 29th, Jonathan Paul of International Staffing University - Seminars By The Sea will present a 90-minute audioweb titled: Who The Devil Are We Sending Out NOW! - WOW Interviewing Techniques.

Avoid High-Risk send-outs!

This is one program that you'll not want to miss.

Covered Topics:

- * **The High Cost of Hiring and/or Sending Out Bad Hires (Weird-**

JUNE Promotions!

CONTACT US!

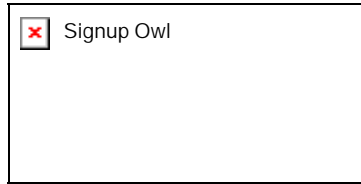
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[Back to top](#)

Ohhhs!)

- * **The Big Picture - Selecting Candidates for What?**
- * **Recruiting and Pre-Screening Techniques to WOWO**
- * **Ten (10) "Red Pitchfork" signs to look for on Applications**
- * **Ten (10) "Red Pitchfork" signs to look for on Resumes**
- * **Interrogation vs. Interviewing; detecting Deception**
- * **Behavioral Interviewing?**
- * **The Basics of WOWO Interviewing and Selection**
- * **Unacceptable Questions for Interviews and Employment Applications**
- * **Ten (10) Key WOWO Interviewing Questions to ask New Applicants**
- * **How to Read an Applicant's Body Language**
- * **The Use of Psychological Assessments**
- * **Basic Compliances re: Use of Evaluation Instruments**
- * **and more**

Visit http://istaffingu.com/html/who_the_devil.html for more details/reg.

Our Summer AUDIO-WEB Seminar Programs:

- (1) **Customer Service Insanity & How to Cure It**
- (2) **Who the *Devil* Are We Sending Out NOW! - WOWO Interviewing Techniques**

As part of our Summer School Program, we will be offering two *very* important 90-minute AudioWeb Seminar Programs:

1. CUSTOMER SERVICE **INSANITY** & HOW TO CURE IT!

This lively seminar is focused on the 10 most "insane" things that staffing professionals say and do to turn-off customers (and how to avoid them) and on teaching staffing associates what they need to do to deliver exceptional service to both clients and candidates - making yours the "Go To" staffing company for today's discriminating buyers. Visit

http://istaffingu.com/html/customer_service.html for details/register!
June 18th / 12 Noon PST / Presenter: Cathy Vee

2. **Who the Devil Are We Sending Out NOW? - WOWO INTERVIEWING TECHNIQUES**

This important seminar is focused on providing staffing associates with interviewing questions and techniques that will help them to WOWO ... (Weed Out Weird-Ohhhs!) and qualify customer-satisfying candidates. Visit http://istaffingu.com/html/who_the_devil.html for details/register!

July 29th / 12 Noon PST / Presenter: Jonathan Paul

To participate in these "live" seminars, all you need is a phone, computer and the Internet. We provide full instructions and handouts.

Unlimited number of participants from at one connection for one fee.
Nominal fee for additional sites.

For information about these programs or to register, visit www.istaffingu.com

I bid you a happy and prosperous June!

STAFFING INSIGHT



A monthly newsletter from **Seminars By The Sea - International Staffing University**

Issue 7

July 2004

Welcome to *Staffing Insight!*

This newsletter was prepared for staffing professionals exclusively. If you no longer wish to receive email from us please reply to this e-mail and use the word "remove" in the subject field. In the body of the e-mail clearly enter just the e-mail address that you wish removed from our database; or call toll free 877-4-SEMSEA.

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[>>July 2004 Promotions!<<](#)

[SUMMER CLASS SCHEDULE](#)

International Staffing University classes are conducted in beautiful Huntington Beach, California.

Stay at one of our recommended hotels overlooking 7 miles of Pacific Coast.

[Click on this link to see our Summer School PDF file!](#)

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IN THIS ISSUE

1. **Promotional Marketing = Profits for Staffing Companies**
2. **Five Sales Promotions to Bring In New Clients**
3. **Building Customer Loyalty**
4. **Summer School At ISU**

PROMOTIONAL MARKETING = PROFITS FOR STAFFING COMPANIES

When most people in the staffing industry think of **Promotional Marketing**, they think of the little logo imprinted gizmos like candy jars, mouse pads, pens, nail file kits and calendars that their salespeople give out to clients and prospects to promote business and keep their company name front and center with the staffing procurers.

In truth, these promotional items can play an important role in opening new business.

I will never forget the time when (with the ownership of my first temporary help service) out of the blue, I got a call from a new client who, within one year from that call, became our largest account.

One day at lunch, I asked the customer: "By the way, how did you initially start using our service?"

She answered: "When I took over as HR Manager, my predecessor left your fortune cookie jar on the desk. It had your **logo** and **phone number** on it - so I called you when I received my first department requisition for a temp."

It was OUR good fortune that the cookie jar was in the right place at the right time to generate over \$7 million dollars in sales for us!

We, like many staffing professionals, utilized various promotion items over the years to give out to clients and prospects. Some were more successful (and well-received) than others.

FYI. According to promotional marketing experts, the most well-received promotional items are writing instruments (pens), writing pads/sticky note pads, calendars, coffee cups and food items.

[Govt. Contracts Manual](#)

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[Home Care Staffing](#)

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* **Staffing Coordinator**

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* **Recruiter Manager**

Your new hires will be speaking "staffing talk" in just a few short hours and ready to be productive ASAP!

To view the tables of contents or purchase the video programs, visit:

[Video Programs](#)

But promotional marketing / sales promotion can be more sophisticated AND effective than those simple imprinted gizmos.

Exactly what IS a **Sales Promotion**?

A sales promotion is an activity intended to stimulate ordering by adding an incentive to the inherent features of the service offered.

Most sales promotions have a specific duration.

A properly designed sales promotion can accomplish several marketing objectives:

- Encourage an initial order.
- Foster increased orders.
- Reward repeated purchases and encourage more ordering activity.

According to Drone & Mueller/Associates (a specialist in this field):

"Sales Promotion is one of the fastest growing segments in the marketing field today. Sales Promotions are easy to target; results easy to measure; and can be stimulating and exciting for customers and prospects."

Successful Promotional Marketing Campaigns can include:

1. CONTESTS

2. EVENTS, PARTIES and CELEBRATIONS

3. CHARITY TIE-INS and COMMUNITY SERVICE

4. EDUCATIONAL SEMINARS

5. SAMPLING and FREE TRIALS

6. GIFTS and PREMIUMS

7. CUSTOMER REWARDS & LOYALTY PROGRAMS

CONTESTS offer opportunities to build brand awareness and increase sales. They are hotter than ever since Internet contests have been the vehicle of choice for contest promoters over the past several years.

Contests can be simple "instant win" types OR "Tell us in 100 words or less how staffing services have helped your company save money."

The essay-type approach is a true Contest by legal definition; most contests are actually Sweepstakes.

There are companies that specialize in creating contests for companies. They include Promotions.com (see below), DL Blair www.dlblair.com, Marden Kane www.mardenkane.com and many others.

Contests can tie-in with newsletter opt-ins.

To get an idea of the type of contests that large brand national companies use to attract new buyers, build brand awareness, educate existing/new customers and build opt-in email lists, visit www.promotions.com and view their portfolio.

FYI. I myself am a (small prize) winner in two of the contests (Kraft and



JULY **Promotions!**

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[Back to top](#)

Oscar Mayer) that the specialist created for their clients.

Everybody loves a PARTY! You can host a Party/Open House for your company's Anniversary or a Holiday. Invite clients and prospects.
Example: One Christmas, I hosted a Holiday Bingo Party for clients. They loved it.

An example of a CHARITY TIE-IN Promotion is donating free temporary service at a charity auction.

An example of a COMMUNITY SERVICE Promotion is an "Adopt-a-Road" Program where your company helps keeps roads/highways litter-free in your community. Clients, prospective customers and candidates and others will see your name on signage announcing your sponsorship.

EDUCATIONAL SEMINARS can be staffing-company sponsored events or luncheons offering topics of interest presented by speaker/experts to clients and prospects who are invited to attend.

Example: Who The DEVIL Are We Hiring Now? WOWO Interviewing Speaker: Jonathan Paul

SAMPLING and FREE TRIAL example:
Coupon for free first 4 hours on temporary services.

GIFTS/PREMIUMS/ CUSTOMERS REWARDS/LOYALTY PROGRAMS
Rewarding customers is a *smart thing* to do to help retain and expand business with them. Companies can boost profits by almost 100% by retaining just 5% of their customers (Harvard Business Review).

According to SmartTransactions, 53% of customers claim they would increase spending with a company if a Loyalty Program was offered.

With professional service companies like staffing, one can be creative in the way in which they reward loyal clients. Appropriateness is always an important consideration. Rewards can include DISCOUNTS on future services, such as free 40 hours after 4000 hours of temporary usage or corporate gifts.

Sales Promotion Specialists can help you set up a Corporate Gift Catalog, www.universalincentives.com

Gifts need NOT be directed at individual decision-makers or order placers but gifts can be ones that can benefit the company as a whole.
Example: Gifts that can be used for employee picnics give-away's or ride share incentives.

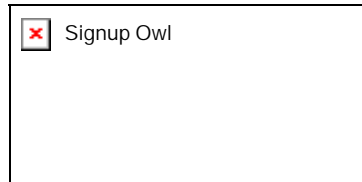
With Gifts/Premiums and Customer Rewards or Loyalty Programs:

- 1. Make sure that the program and gifts are appropriate for staffing.**
- 2. Make sure that it will be perceived as value-added to customers.**
- 3. Establish and communication program expiration.**
- 4. Budget for and market promotion.**
- 5. Track results.**
- 6. Learn from and/or utilize companies that specialize in this field.**

Such specialists include: Reward Stream www.rewardstream.com and many

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[Back to top](#)

“The key to long and beneficial relationships with clients is a stellar and well-trained staffing team dedicated to continually bettering service delivery and value-added features to the customers.”

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others.

You can obtain a list of sales promotion specialists from Promotional Marketing Association www.pmalink.org.

One important point:

Sales Promotions are great - to enhance sales and marketing efforts.

But they will not take the place of a highly effective Sales and Staffing Team AND top-notch Training.

For our upcoming classes, visit <http://www.istaffingu.com/>

For video programs and manuals, visit <http://www.semsea.com/>

Also see our *new* Government Contracting for Staffing Companies Audio Training CDs and Training Materials at www.semsea.com.

[Back to top](#)

FIVE SALES PROMOTIONS TO BRING IN NEW CLIENTS!

Let me share with you five (5) highly effective Sales Promotions that I created and/or used over my 28 years of staffing company ownership and management.

1. Fruit Promotion

This Promotion involves targeting 25 prospects.

Each week (for eight weeks) these prospects are targeted to receive - same day/same time - one piece of high quality fruit wrapped in beautiful or exotic trappings with a little card enclosed.

Example: Banana placed in beautiful gift basket with shrink-wrap/yellow ribbon and bow. Card: "Consider using ABC Temps because they really have A-Peel."

As silly as they Promotion may sound to some, it resulted in opening some incredibly large accounts.

2. Gourmet Coffee Break

This Promotion involves targeting 50 clients and prospects.

Each week (for eight weeks) these clients and prospects are targeted to receive a small basket of gourmet coffee and cookies.

The initial basket is larger and holds a beautiful coffee mug - imprint:

"I deserve a coffee break." (Back: Compliments of ABC Staffing).
Card: "Have a Gourmet Coffee Break on ABC Staffing - You Deserve It."

An HR Rep at Nabisco told us "These are the best cookies I ever

had!"

Fun and successful promotion.

[Back to top](#)

**Thank you for
reading!**

3. Special Invitation

This Promotion was successful in opening over 100 new customers for us. We direct mail targeted over 5000 prospects. (Can be done by email today.)

The letter started with: "We want to be your temporary help service. But we know we're not alone.... As an incentive to try our service, we offer Special Invitation during the months of June, July and August. Use a *file clerk* - receive 4 movie passes. An *administrative assistant* - Macys gift certificate, etc. 40-hour order minimum. Each premium worth approximately \$25.

We encouraged them to use premiums for employee incentives.

4. Blue Chip Stamp Rewards

This Promotion goes way back to the 70's and my first staffing company. Do you remember Blue Chip Stamps? One of the earliest Customer Loyalty Programs! We used to give our clients and prospects Blue Chip Stamps and a Redemption Catalog for orders placed.

We encouraged them to select items from the Catalog that would benefit employees and use them for Safety/Ride Share Programs and Company Picnic door prizes.

5. "LIFE is a Temporary Assignment" Tee-Shirt

Promotion - simple. We distributed tee shirts to our clients and prospects.

They read, "LIFE is a temporary assignment."
Our logo in small print.

Clients and Prospects loved these Tee Shirts.

These are five of the most effective Sales Promotions in my personal history.

[Back to top](#)

**Our Summer School
Classes, Audio-Web
Seminars and Video
Training can help build
the team and customer
retention you seek.**

BUILDING CUSTOMER LOYALTY

Customer Loyalty describes the tendency of a client to choose one staffing service over another. Customers may express a high satisfaction level with one staffing company's service, but satisfaction does not equal loyalty. Loyalty is demonstrated by the actions of the customer. **A customer can be satisfied, but not necessarily loyal.**

(Did you ever say: "The client tells us how wonderful we are, but they place more orders with Merry Day Staffing - our competitor." ???)

Visit www.istaffingu.com for

Customer loyalty is the result of a well-managed **Customer Retention**

classes and upcoming AudioWeb programs.

Visit www.semsea.com for training products!

Program. Well-managed customer retention programs rely on consistent COMMUNICATION with customers, giving them encouragement to remain loyal and active in placing their job orders with the staffing firm. As we mentioned above, customer retention is critical to increased profitability.

We believe that staffing company professionals generally do not spend enough time building strong customer retention programs. While customer rewards programs are important to building loyalty (as mentioned above), the key to long and beneficial relationships with clients is a stellar and well-trained staffing team dedicated to continually bettering service delivery and value-added features to the customers.

Our Summer School Classes, AudioWeb Seminars and Video Training can help build the team and customer retention you seek.

For information about these programs or to register, visit www.istaffingu.com

I bid you a happy and prosperous July!

[Back to top](#)

Thank you!



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>>August 2004 Promotions!<<

August & September International STAFFING University Classes

Classes take place in beautiful
Huntington Beach, California.

Stay at one of our recommended
hotels overlooking 7 miles of
Pacific Coast.

Click the links below for details or
to register:

- [Medical Staffing 2004, 3-days * Aug. 25-27](#)
- [Home Care Staffing, 2-days * Aug. 30-31](#)
- [Staffing Coordinator, 2-days * Sept. 9-10](#)
- [Selling from the Staffing Desk, 2-days * Sept 27-28](#)
- [Medical Recruiter, 2-days * Sept. 30-Oct 1](#)

Or visit

www.istaffingu.com !!

IN THIS ISSUE
1. Avoiding Common Staffing Management "Minefields"
2. Quiz: Are You Heading For A "Minefield"?
3. ASA Staffing World 2004 Convention Highlights
4. August & September Featured Classes at ISU

Avoiding Common Staffing Management "Minefields"

A few years back, a young man came to one of our Sales classes.

During class, he happened to mention that the company he worked for had the distinction of being one of the largest staffing firms in the Southwest and the largest minority-owned business in their State. He talked further about his management's plans to take the company to even greater heights in the future.

Very impressive, we all thought...

Dateline: July 17, 2004 - The Arizona Republic

<http://www.azcentral.com/arizonarepublic/business/articles/0617priority.html>

The U.S. Equal Employment Opportunity Commission on Wednesday announced a \$450,000 settlement in a sexual harassment lawsuit against **now defunct** (XXXXXX) Staffing, Inc., once identified as the largest minority-owned businesses in the state.

Eight women employees of the company charged the company's president with sexual harassment. The charges were ugly and according to an EEOC official, there were more "victims" who feared for their safety and failed to join the suit. The company's president denied all charges and claims that the reason he closed the business was **not** because of the lawsuit but because a client owed them millions and refused to pay.

The story highlights TWO of the four mostcommon staffing management "**minefields**" that we, as 12 year business consultants, have seen 'successful'

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people in our industry fall into.

In 28 years of business ownership (including three staffing firms and one consulting/training company), I have never been sued for *anything*. I am willing to concede that a certain degree of *luck* plays a factor for those of us who have managed to steer clear of management "minefields". Of course, a certain degree of stress and unpleasanties go hand and hand with managing a business of nearly any kind.

But when we talk about "minefields", we are referring to those situations that put companies out of business or into very serious trouble.

Maybe the key is to stay focused on identifying and avoiding them.

The four most common staffing management "**minefields**" include:

- Serious Collection and Bad Debt Issues
- Internal Revenue Problems
- Workers Compensation Crisis
- Sexual Harassment and EEOC Lawsuits

.... **HOW** to avoid falling in one of these four "**minefields**"?

1. Collection/Bad Debt:

Implementing/enforcing credit and collection policies to assure that all customers pay on time is like changing baby diapers. Not many people really love doing it - but it has to be done.

- Have a guerilla credit/collection policy. * Credit check all new clients.
- Make it easy for clients to pay you. Example: Accept credit cards.
- Have new customers "guarantee" payment of invoices with a credit card. (If they don't pay within the appropriate timeframe, the charges are billed to their credit card.)
- When existing clients change their payment patterns, run another credit check on them.
- Expect and ask for payment immediately upon past due.
- Be creative in collecting from "stubborn" clients who refuse to pay. Examples: A. Write a "sob story" letter to the client co. president. I have. B. I sent my mother - with a beach chair and a racing form - to sit in the lobby of a very fancy office. She told the "deadbeat client" that she would not be leaving until she received the check due us. They paid her. Two months later, they filed Chapter 11.
- Play "Hardball" with clients who are notoriously slow to pay. Put them on C.O.D. or fire them if they do not honor your credit terms.
- Consider Accounts Receivable Insurance to protect yourself.

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 hours and ready to be productive
ASAP!

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Whatever it takes - do it! This is one **"minefield"** that has caused many
 a staffing business failure.

2. Internal Revenue Problems:

Some readers will find this hard to believe. There are staffing companies
 who do not pay their employment taxes.

There have been staffing firms and PEOs who intentionally avoid paying
 payroll taxes on employees. One of the largest "payroll tax fraud" cases
 totaling \$13 million involved a staffing firm and PEO.

<http://www.sspc.org/regnews/penaltybox/NY502.html>

While some staffing company managers do not intend to fraud the IRS, it is
 tempting for some to "borrow" the payroll tax money for a short time to
 cover other business expenses with the intention of paying it back later.
 (The IRS refers to this practice as **"pyramiding"**.) This action can result
 in tax liens, penalties and even prison sentences. Payroll tax withholdings
 should not be tampered with. Ever. Make sure that you pay your fair and
 accurate payroll tax obligations timely.

And on the subject of misclassifying workers as "Independent
 Contractors", we have virtually given up on advising staffing customers on
 this one. Time and again, staffing companies have been able to get away
 with this one for years AND are stunned when the IRS eventually lowers
 the boom.

Bottom line: Employers who misclassify employees as independent
 contractors are liable for employment taxes on wages paid plus penalties.
 We have seen clients pay hundreds of thousands (even millions) of dollars
 in back taxes and penalties in this area.

Best approach: Put 1099 workers through the IRS 20 Question Test.

<http://www.helpbizowners.com/hr/hrhir2.htm>

Other actions that can lead to serious problems with the IRS: paying
 employees in cash and not withholding taxes; failing to file payroll tax
 returns or filing false returns; S Corporation Officers Compensation treated
 as Corporate Distributions instead of wages/salary to avoid taxes.

Be diligent about avoiding problems with the IRS. This highly hazardous
"minefield" can potentially cost immense financial hardship, business
 closure and more.

3. Workers Compensation Crisis

We can have a long discussion on **why** the staffing industry finds itself in
 the "high risk" category in the area of workers compensation AND why
 rates have escalated in many States over the years.

CONTACT US!

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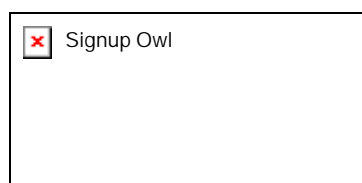
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Workers Comp insurance companies have forced the industry to take an honest look at our practices. Staffing firms can no longer be careless about taking on "risky" customers and avoiding the issues that have plagued them.

Safety Management must be front and center for today's staffing organization. And *integrity* in the proper classification of temporary workers is critical to recapturing the trust and confidence of the insurance companies.

The story we published last year about the staffing companies that have been indicted and fined for fraud serves as warning to how potentially fatal this "**minefield**" can be.

4. Sexual Harassment and EEOC Lawsuits

The U.S. Equal Employment Opportunity Commission is the federal agency that enforces both sexual harassment and EEOC laws. Their web site <http://www.eeoc.gov/> is a great starting point to getting yourself and your staff educated about these all important laws.

It is imperative that you:

- A. Educate yourself and your staff on Sexual Harassment/Employment Law.
- B. Have written Policy Manuals on Sexual Harassment and EEO.
- C. Be sure that your staff members are educated on the Legal Aspects of Interviewing and Job Placement/Assignment.

You simply cannot have enough education in this area. For wonderful books and information on employment law, visit www.nolo.com.

According to the government's own statistics, 14,534 "resolutions" were made on federally filed Sexual Harassment claims along - resulting in over \$50 million in monetary benefits paid out.

This is one "**minefield**" you cannot afford to ignore!

If you can avoid falling into any one or all of the "Big Four" Minefields and pass the Quiz below, you will be a candidate for a Staffing "Bronze Star".

[Back to top](#)

QUIZ: Are You Heading For A Staffing Management "Minefield"?

1. Do you have a client who owes you enough money to have you

[Back to top](#)

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- and/or your funding company pacing the floor at night?
2. Do you borrow from your employee payroll tax withholdings to pay bills?
 3. Are any of your temporary or contract employees 1099's while it is vague or questionable as to whether or not they pass the IRS 20 Question test?
 4. Do you have an "accident prone" customer or two?
 5. Do you ever classify laborers as office workers?
 6. Does your staff comply with a male client's request - "Send me young and pretty" or other discriminatory requisitions?

Are you a "**Minefield**" or "**Medal of Honor**" candidate?

[Back to top](#)

Will We See You At ASA STAFFING WORLD 2004?

We look forward to seeing you at ASA Staffing World 2004 Convention in October. For info: www.staffingtoday.net.

Jonathan Paul, Annette Clancy and myself (Cathy Vee) will be:

1. **Hosting Booth #524** in the Exhibit Hall
2. **Monitoring 'Ask The Expert' Tables**
3. **Hosting Red, White, Blue & YOU: Staffing Government Contracting**

On Tuesday, October 19, I will be presenting 2 sessions of a three-hour mini-seminar on government contracting for staffing companies.

It will take place at the ASA Staffing World Conference Hotel - Wardman Park Marriott - and you can choose the a.m. or p.m. session.

It is a great opportunity - for just a small amount of money (\$295) - for newcomers to government contracting to learn the "how-to's" and for the veterans to ask questions of the "expert" (that would be me).

To view the topics to be covered and seminar information, visit:

<http://www.istaffingu.com/html/red-white-blue.html>

Register early. The meeting room space allows for limited seating.

As of this date, we have just six seats remaining in the morning session and five seats remaining in the afternoon session.

If you are interested, sign up soon. We don't want to turn anyone away.

PDF Registration Form:

http://www.istaffingu.com/Reg_form_For_Gov_ASA_presentation.pdf

I bid you a happy and prosperous month and remainder of the year!



STAFFING INSIGHT

A monthly newsletter from **Seminars By The Sea - International Staffing University**

Issue 9

September 2004

Welcome to *Staffing Insight!*

This newsletter was prepared for staffing professionals. If you no longer wish to receive email from us please reply to this e-mail and use the word "remove" in the subject field. Or call toll free 877-4-SEMSEA.

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Staffing Government Contracting Seminar

presented by

Seminars By The Sea/ISU to take place at the **Marriott Wardman Park Hotel** - site of the **ASA Staffing World 2004** October 19, 2004

A great opportunity to learn, refresh, present Q&A and seek out Subcontracting and Teaming Opportunities!

See details below!

International STAFFING University

Classes in beautiful Huntington Beach, California.

Stay at one of our recommended hotels overlooking 7 miles of Pacific Coast.

Click the links below for details or to register:

- [Selling from the Staffing Desk, 2-days * Sept 27-28](#)
- [Medical Recruiter, 2-days *](#)

IN THIS ISSUE	
1.	Casting a Wide "NET" to build Staffing Sales
2.	Getting Staff to "Buy Into" Networking
3.	ASA Staffing World 2004 – Benefits of Peer Networking

CASTING A WIDE "NET" TO BUILD STAFFING SALES

"We built our \$20M staffing company primarily through networking."

This is a statement that one of our customers made to us last week and inspired the focus of this month's Staffing Insight.

It has been our long-held belief that networking is one of the most under-utilized methods for building sales/business relationships.

Networking according to the American Heritage dictionary:

To interact or engage in informal communication with others for mutual assistance or support.

Are you casting a wide enough 'NET' to build staffing sales and client relationships through the vast people-meeting opportunities available?

While they intuitively know that **networking** is a key to building stronger sales organizations, many staffing professionals that we speak with dismiss networking as "not being worth the time". Others do participate in some groups and events but spend much of that time sitting alone, socializing about the weather, sports, or the political scene... or eating.

Most successful networkers know that that the word is not "net-sit" or "net-social" or "net-eat" **but** "net-WORK" for a reason. Successful networking with the objective of building sales, clients and business relationships does take WORK! (exertion or effort directed to produce something!)

Related Factoid:

Sept. 30-Oct 1

Did you know that 9 out of 10 Americans belong to one association and that one out of four belongs to four or more associations?

Or visit

www.istaffingu.com!!

Some staffing professionals want to network, but they don't know how to determine the best groups for them. According to the *Encyclopedia of Associations*, there are over **147,000 different associations in the USA alone**. Lots to choose from!

STAFFING Manuals

To search for potential associations suitable for your staffing organization's networking objectives, you can spend the \$535.00 to purchase this Encyclopedia of Associations from Thomson Gale www.galegroup.com or go to your local public library's Reference Desk to obtain the directory. You can also search for associations from the Internet Public Library, www.ipl.org.

Click the links below

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[Medical Recruiter Manual](#)

[Home Care Staffing](#)

[Staffing Emarketing & Recruiting](#)

[Building Business From The Staffing Desk](#)

5 Keys to Starting Your Networking Program:

- (1) **Identify your specific networking objectives.**
- (2) **Identify target prospects you want to reach through networking.**

Example:

If you want to meet and cultivate relationships with Office Managers or Professional Administrators, consider joining the Association of Professional Office Managers http://www.apom-hq.org/members/member_main.asp or attending/exhibiting at the Administrative Professionals Conference <http://www.apcevent.com>. That conference is being held in Las Vegas at the same time as ASA Staffing World 2004 (see below) and, by the way, their (APC) conference platinum sponsor is one of the country's largest staffing companies!

Looking for Health Care Office Managers? Consider the Professional Association of Health Care Office Management www.pahcom.com.

If you are a woman-owned staffing company, you might want to meet other woman-owned business owners through National Association of Women Business Owners www.nawbo.org or National Association of Female Executives www.nafe.com or specific groups relevant to your staffing niche (example: National Association of Insurance Women, www.Naiw.org).

A search through www.ipl.org or the EOA will produce more opportunities than you can imagine. FYI – Most national associations have regional and/or local chapters. Some Associations allow for full membership; others corporate or vendor/associate membership only. Many have advertising and conference exhibit/sponsorship opportunities.

- (3) **Search for appropriate networking groups through searches like those mentioned in the examples above, or by asking customers what groups *they* belong to.**

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Your new hires will be speaking "staffing talk" in just a few short hours and ready to be productive ASAP!

To view the tables of contents or purchase the video programs, visit:

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(4) **TRAIN yourself and your staff on "networking mastery"** (see below).

(5) **Involve your entire staff in a mix of different groups, activities, and events.**

According to Ivan Misner, co-author of the best seller – [Masters of Networking](#) – there are six different types of networking groups:

1. [Casual Contact Networks](#):

Groups such as **Chamber of Commerce** have no restrictions on the number of members from a specific profession. Most Chambers encourage networking and becoming a Chamber Ambassador has been a "winner" for many successful networkers.

2. [Strong Contact Networks](#):

These groups, such as **BNI – Business Network International** (www.bni.org) - meet weekly for the purpose of exchanging referrals. Last year, members exchanged over 1,400,000 referrals and \$485 million in new business to each other. BNI is just one of many such referral networking groups.

3. [Community Service Clubs](#)

Rotary, Lions, Kiwanis Clubs, and Junior League are examples of groups that exist primarily to serve communities but allow business people to meet regularly and develop relationships.

4. [Professional Associations](#)

ASA (American Staffing Association) and **American Society of Personnel Administrators** are examples of professional associations whose members tend to be from one specific industry.

5. [Social/Business Associations](#)

Groups like the **Jaycees** serve as both business and social organizations.

6. [Woman's Business Associations](#)

National Association of Women Business Owners www.nawbo.org is one of many associations that offer a wide range of networking opportunities for woman business owners.

So many networks – so little time. **Spend your networking capital on groups that will achieve your objectives!**

[Back to top](#)

GETTING STAFF TO "BUY INTO" NETWORKING

Each member of a staffing organization should have some networking obligations and involvement. Great idea, but how do you get your staff to “buy into” networking?

Here are some suggestions:

- **Include “Networking” in all staff members’ job descriptions.** Assign specific associations/groups for each staff member. Make it clear that networking is a mandatory requirement.
- **Train “Networking” Skills.** Successful networking IS relies on trained skills. Purchase videos or books & build your own training program. One of the best books on Networking was on both the New York Times and Wall Street Journal’s Best Sellers List. That book is Masters of Networking by Ivan Misner/Don Norman and can be obtained from www.mastersofnetworking.com
- **Use a “memory hook.”** One of the many interesting tips that Mr. Misner offers is the use of a “**memory hook**” (MH) when introducing yourself at a networking event. He suggests that you need to make an “unforgettable” statement as you hand your business card to a new person – a MH such as:
 - MH for a dentist: “Hi. I’m Jon Smith. I have a dental practice on Main Street. **We cater to cowards.**”
 - MH for an owner of a Maternity Shop: “Hi. I’m Terry Brown. I own Ladies in Waiting Maternity. **We carry everything for the mother-to-be but the baby.**”

Another Tip from Mr. Misner -

Use the following word-track:

“I am expanding my business and need your help. Who do you know who (...uses temporary help ...)???”

He claims that this is the definitive successful statement/question to make to obtain business and leads at networking/referral events.
- **Send your staff to a “Certified Networker” seminar** www.certifiednetworker.com or to a Seminars By The Sea/ISU Sales class www.istaffingu.com. We are big believers that NETWORKING needs to be a part of every staffing company’s sales/marketing strategy.
- **Motivate staff to network successfully.** Offer Staff Bonuses (cash) for new clients brought in through networking activities and/or have a “Networker of the Month” award.

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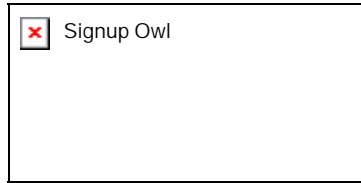
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ASA STAFFING WORLD 2004 – BENEFITS OF PEER NETWORKING



American Staffing Association and other industry trade groups offer conferences such as the upcoming Staffing World 2004 www.staffingtoday.net that afford peer networking opportunities.

What are some benefits of peer networking?

1. Exchange of ideas with others in the industry through Ask The Expert Moderated Round Table Discussions and general communication.
2. Potential for client referrals from other staffing professionals you meet.

Example: Someone you meet at an industry conference may have a client who is moving facilities into your service market and can refer that client to you.

3. Potential for subcontracting and team arrangement opportunities related to government contracts.

There are currently over \$500 million in open staffing solicitations. Some contracts require subs and [the government encourages teaming](#).

Speaking of government contracts -

On Tuesday, October 19, I will be presenting 2 sessions of a three-hour mini-seminar on government contracting for staffing companies. Choice of A.M. or P.M. session (as space allows).

It is a great opportunity - for just a small amount of money (\$295) – for newcomers to government contracting to learn the "how-to's" and for the veterans to ask questions of the "expert" (that would be me). It is also an opportunity to seek out peers for subcontracting/teaming arrangements.

The Seminars will take place at the ASA Staffing World Conference Hotel - Wardman Park Marriott. Register early. The meeting room space allows for limited seating. If you are interested, sign up soon.

We don't want to turn anyone away!

PDF Registration Form:

http://www.istaffingu.com/Reg_form_For_Gov_ASA_presentation.pdf

To view the topics to be covered and seminar information, visit:

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I bid you a happy and prosperous month and remainder of the year!

[Back to top](#)

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STAFFING INSIGHT



A monthly newsletter from **Seminars By The Sea - International Staffing University**

Issue 10

No

Welcome to *Staffing Insight!*

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POSITIONING YOUR STAFFING FIRM FOR SUCCESS IN 2005!

2 Day Consultation Management Audit

Details

Select your dates in:

December (04)
January (05)
OR
February (05)

Location?
Seminars By The Sea/ISU
Huntington Beach, CA 92648

So often, a business owner or manager is "too close" to their day-to-day operations to recognize "landmines" (primary problems) that exist in their own firms.

Our **Management Audit** is geared to uncover problems in a business enterprise that have the potential to harm the company and stand in the way of growth & success.

IN THIS ISSUE

1. **No "GENDER GAP" in Staffing Entrepreneurial Success**
2. **WOMEN IN STAFFING – 3 Interviews**
3. **Positioning Your Staffing Firm For 2005 Success: Two Day Consultation / Management Audit**

NO "GENDER GAP" IN STAFFING ENTREPRENEURIAL SUCCESS

Are you so very t-i-r-e-d of hearing about the election? Sorry, but I am compelled to start this article with a related factoid. Just a mere 30 years before my birth - American women (after a 73 year struggle) won the *to vote. The right to vote!* Wow! Considering that 30 years seems "yesterday" to me now, that's a profound fact.

During my school years, my mom was one of a very few among our classmates' mothers who worked outside of the home. Mom actually had a *career!*

I knew from an early age (even before getting involved with Achievement) that I wanted to be in business - despite my Italian parents' desire for me to skip college and marry young. (I didn't take his advice which now, at 81, he says I was "smart" not to.)

When I started out in the staffing industry in 1976 - the same year the floppy disc was invented (now that my younger students are asking "What's a floppy disc?" - I know I am getting old) - women entrepreneurs were a rarity. Our industry was in its youth; Staffing Revenues were less than \$1 billion dollars a year. Now industry revenues are said to be in the neighborhood of \$96 billion and growing!

My desire to start my own business stemmed from a "glass ceiling" of not seeing many women in top management roles within corporate America. Even today, less than 2% of the CEO's of Fortune 500 companies are women. And women hold less than 10% of senior positions in large corporations. (Although I think those numbers are better in the staffing industry.)

Years back, I thought *this* young woman entrepreneur was "pretty stuff" in growing my first staffing firm to three branch offices and \$10

As an objective
(and highly experienced) party,
our consultant can evaluate your company's
strengths and weaknesses and make
suggestions that can improve your
performance.

Since 1992,
our Seminars By The Sea/ISU consultants
have worked with over 650 staffing company
entrepreneurs, executives and managers to
help them start up and/or expand their staffing
firms.

We are proud to say that we are Mentors to
some of the world's most successful staffing
entrepreneurs - men and women alike -
(some of whom we have worked with since
their firms' beginnings).

Plan to spend two days in
"paradise" with one of our expert
consultants who will help "audit" your business
by using a Questionnaire addressing **102**
questions,
AND,
based on your answers -
offer "best practices" suggestions geared
to help you walk away with a customized
Action Plan to assist you in improving
managerial and
business performance in 2005.

**To discuss details and
dates available in
December, January and
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**Two Day Consultation/
Management Audit**

revenues before I sold it in 1982. (I started my second firm that same
and sold *it* in 1990.)

Now I realize that *my* accomplishments PALE compared to so m
others.

Lady entrepreneurs have existed throughout our country's history.
pioneer: Katherine Goddard, owner of a print shop, a book store
publisher of the first signed copy of the Declaration
Independence/1777, had experienced sexist discrimination. Ha
worked hard to be appointed Postmistress of Baltimore in 1775, she
had the position taken away from her in 1789 by a decree from the
Postmaster General declaring "the head of the Baltimore Postal Sys
must be a man because the job entailed travel beyond the capacity
women".

But let's hear it for the 200 "progressive" men who supported her
instatement (although her appeal to the U.S. Senate and Washington
ultimately unsuccessful). Maybe the "postmistress door closing" ope
the door for her success as an WBE. KG would be very proud of w
women in business are today.

"**Woman in Staffing**" (and business, in general) have come a long wa
my short 28 years involved in this business world!

**Example: The USA's second largest company is an
African-American and woman-owned firm. (9008
Group dba Act-1 based in Torrance, CA - \$480M in
revenues)**

**On the list of 2004 Top 60 USA Largest Woman Owned
Businesses you will find:**

- **6. Omne Staffing of Cranfield, NJ**
- **28. Strategic Staffing of PA**
- **30. Temporary Solutions of Manassas, VA**
- **35. Penmac Personnel of Springfield, MO**
- **39. Superior Staffing of Williamsville, NY**
- **51. Solutions Staffing of Columbus, OH**
- **55. Burnett Staffing of Houston, TX**
- **56. Advanced Technical Resources of Sunnyvale, CA**

We are honored to have some of the above mentioned firms on
prestigious client list. Quite frankly, we are so proud of **all** of our wo
owned staffing client customers - some of whom we have watched g
from start-up to incredible success stories.

USA Woman Entrepreneurial Business Factoids:

- Did you know that 48% (nearly half) of all privately held firm
the USA are now owned at least 50% by a woman or women?
- There are over 10,630,000 private-held firms owned at least 5

covers:

- **Clarity of Company Goals/Mission**
- **Strategic Planning**
- **Organizational Structure**
- **Staff Management**
- **Accounting & Operations**
- **Budgeting & Expense Controls**
- **Cash Management/Credit & Collections/Cash Flow**
- **Tax / Legal Issues**
- **Risk Management, Insurance**
- **Purchasing**
- **Sales & Marketing**
- **Pricing Models**
- **Growth Planning**
- **Valuation, Acquisition**
- **Secession Planning**
- **Specific Challenges**

We Can Offer Help With:

- * Business & Strategic Planning
 - * Business Audits
- * Sales/Profit Improvement
 - * Growth & Expansion
- * Specialty Niche Add-On
 - * VOP/VMS Programs
- * Staff Recruitment / Retention
 - * Evaluation of Staff
- * Standard Operating Procedures
 - * Industry Best Practices
 - * Valuation / Acquisition

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by woman(en).

- Women-owned firms employ 19.1 million people and generate \$2.5 trillion in sales.
- Approximately 84% of women entrepreneurs cite **GROWTH** as their primary goal.

How did so many women get so goal oriented and gutsy?

I randomly selected three very smart lady-staffing entrepreneurs to interview. Their candid intelligence and well-deserved success can serve as inspiration to us all.

[Back to top](#)

INTERVIEW WITH LINDY LEWIS - SHS STAFFING

Lindy Lewis, CEO of SHS Staffing, has devoted nearly 20 of her years to the staffing industry. Through tough economic times, her courage, smart leadership has been instrumental to the growth of SHS Staffing from \$4M in 2001 to \$14M in 2004.

CV: How and when did you get started in the staffing industry?

LL: I started in the staffing industry when I joined Medical Personnel Pool, subsidiary of Personnel Pool, owned by H&R Block in 1995. I was traveling with General Electric and really needed to stop traveling and become a branch manager for the losing Baltimore office.

They provided staffing of health care personnel in area hospitals and nursing homes as well as we provided home care. I loved what we did, and with the fantastic mentor, Candice Alcorn, I was able to move from 273 to 100 employees in 2 years.

The death of my father brought me back to Pennsylvania. I joined Living in 1995 and made changes that advanced the company from one of the top 10 branches in the country, beating many of the offices. We pushed the branch until the continued changes in Medicare and a shortage made it extremely difficult to go above a certain level of billings with just no more medical staff.

Knowing I loved the staffing business but hated all the requirements in health care, I looked to do another type of staffing. I went to AppleOn as a Branch Manager, area Manager and then Regional. I achieved numerous successes and ran seven offices that were all profitable, from Virginia to Pennsylvania.

CV: Did you start or buy your staffing company and when?

LL: In December of 2001, I became part owner and CEO of SHS Staffing.

CV: Your biggest challenge in growing your staffing firm from small to large?

LL: The greatest challenge was maintaining the **quality** of the organization as it grew to eight locations and 34 employees. I struggle daily with not passing on information, and maintaining the quality. Finding the talent

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hard, too.

CV: What is your biggest challenge with the managing/growing the bu

LL: We will be moving from \$14M to \$18M with the current secured always been a very involved CEO, hands on, involved with large clien training. To grow the company to the next level, I will need to be abl the company and be more involved in the strategic planning for wh next: new offices, new departments, next challenges, and new large need to hire a new General Manager to assume a great deal of th functions of the company and that will be very difficult for me.

CV: Any success tips for other women trying to succeed as staffing en

LL: Respect the industry you service. Respect your associates and They both are your business. **Two**, allow your employees in your of mistakes. Have an environment where it is okay to fall down and s learn. This creates an environment of personnel that feel empowered risks to get things done. **Three**, always lead by example. Your empl see someone who is always doing what she says...say Hello to candi your office, pick up the phone when everyone is busy, pick up an inte stay sharp on your skills. When you lead by example your staff will re do as you do.

CV: Do you think it is harder for woman to succeed in business?

LL: Yes, I think that it is very hard for women to be successful. I tl woman to be successful we have to be sharper, on the ball, knowl maintain a higher integrity. I think men are surprised by intelligent w who know their business, who are assertive, who hold a position o think that we have to work harder and never be emotional about yc situations. That is hard for many women, being who we are. We have that it is business; all about business, there is never anything personal.

[Back to top](#)

INTERVIEW WITH SUE BURNETT - BURNETT STAFFING

Burnett Staffing is ranked #in the Top 100 women owned companie: is the President and Founder of the firm and makes exceptional contri staffing industry as a member of the ASA Board.

CV: How and when did you get started in the staffing industry?

SB: In 1970, I applied at an employment agency to have them help r They offered me a consultant job. Six months later, I was manager at t

CV: Did you start or buy your staffing company and when?

SB: I started my own company in 1974. We just celebrated our 30th a

CV: Your biggest challenge in growing your staffing firm from small

SB: Going through five recessions in 30 years. You grow and then knocks you back down and you have to grow back. This last reces longest, but not the worst we have been through.

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[Back to top](#)

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CV: What is your biggest challenge with the managing/growing the b

SB: Rising costs and declining margins. I also always fear adverse
our industry.

CV: What do you anticipate a privately held staffing company e
biggest challenge to be in 2005?

SB: I think that the economy is still very shaky. Lots of layoffs goi
unemployment figures don't count the people who aren't getting unem
course, private companies always face the competition of the nati
firms and not being able to bid on national contracts.

CV: Any success tips for other women trying to succeed as staffing e

SB: Try not to borrow money and resist financing your payroll. We
been debt free. Hire the best but fire fast if you have made a mist
involved in the community and network as much as possible.

CV: What do you consider to be your "crowning achievement" in staf

SB: When our company hit \$63 million in 2000. Also serving on t
Staffing Association Board of Directors.

CV: Do you think it is harder for woman to succeed in business?

SB: I think that staffing is gender neutral and that women are equal
at being a business owner as men, maybe more so. I haven't found
woman presented any obstacles to my business' success. In fact, th
small staffing firms run by women than men, it appears to me.

INTERVIEW WITH INGRID EVANS - ACCESS STAFFING

Ingrid Evans, CEO of Access Staffing, has been in a staffing partne
husband Rod since 1967. She is one of the nicest women I have met i
Her current "story" inspires us to remember that the man (or woman)
you believe they exist) has a sense of humor about *our* "business plans

The heart attack that caused Rod's retirement in recent years, al
economic challenges in the Bay Area have presented Ingrid with s
obstacles.

CV: How and when did you get started in the staffing industry?

IE: We moved to California in 1967 from the East Coast because
have our own business. We bought a franchise of a NYC employer
used every cent we raised from the sale of our house and a small busi
Bank of America. We parted company amicably with the franchisee
later.

CV: Your biggest challenge in growing your staffing firm from small t

IE: Hiring and keeping sales producers is always a big issue. One o

challenges was adapting to market changes such as the direct hire c
drying up ten years ago. I had been withdrawing and giving m
authority to my manager after Rod's heart attack caused him to retire
find a Sales Manager who can help us continue to grow.

CV: What do you consider to be your "crowning achievement" in busi

IE: That we were one of the first in the industry (1971) to offer benefit

CV: Any success tips for other women trying to succeed as staffing en

IE: Be very clear on what your beliefs and goals are for the bu
intensely. Work hard.

CV: Do you think it is harder for woman to succeed in business?

IE: No. In our business it may even be easier because ours is such
business and women tend to be better at that. If there were a reason
perhaps because family and life style issues are so important to wom
two masters is seldom do-able. I think men are more defined by their v
career at least on equal footing with family and therefore don't have
time and attention that most women have.

Thanks to Lindy, Sue and Ingrid for their willingness to share

In closing, I want to let you know that many of the factoids obtained
herein came from the Center For Women's Busine:
www.womensbusinessresearch.org.

[Back to top](#)

Their research points out the differences in male / female manag
"Women emphasize relationship building as well as gathering facts; r
time to make decisions; are **more likely to consult with others, inclu**
employees and fellow business owners."

That may explain why *we* are blessed with so many woman clients.

Speaking of "consult", why not prepare yourself for the ne
book two days with us (Dec/Jan or Feb) for a Consultat
Management Audit (open to men and women alike)?

[Details - Registration](#)

[Back to top](#)

**Thank you
for reading!**

***Happy Thanksgiving and
a prosperous remainder
of the year!***
