



THE NAVIGATOR

Treat Them Right—Staffing Industry Review

Organizations hiring full-time employees dedicate significant time and resources to address jobseeker satisfaction. And it is increasingly common for them to employ a dedicated candidate experience or recruitment marketing team tasked with optimizing the practice. Leading brands realize they are not only competing for top talent, but there is also the potential for adverse consumer impacts of a bad candidate experience.

According to a recent Future Workplace and CareerArc Survey, 64% of workers said they were less likely to purchase goods and services from a potential employer who treated them poorly during the recruiting process. And in today's hyper-connected society, one individual can broadcast a negative experience in real time to their networks, potentially causing significant damage to a brand.

However, given all the attention this topic receives, there are very few organizations that are transferring this strategic initiative over to their *contingent* programs, creating a significant opportunity gap. In fact, depending on an organization's workforce, the number of individuals engaging with the brand as a contract worker could be comparable to those applying for full-time roles.

SIA's 2016 Temporary Worker Survey showed that over 50% of temporary workers took assignments looking to land permanent roles; it is highly likely that a contract position could be a jobseeker's first experience with an organization. Affirming contingent programs provide an outstanding opportunity to create a lasting impression on a significant pool of talent. In today's highly competitive market, candidate experience represents a potential core differentiator leading to an array of financial and strategic benefits.

The Risks of a Bad Candidate Experience

- A poor worker experience can negatively affect organizations, staffing firms and MSP providers.
- Worker retention, with a higher proportion of candidates not showing up for their first day or walking off an assignment early leading to lost productivity or revenue.
- Reputational impacts are not likely to be isolated only to talent that has been through a specific contingent program, as Talent Board Candidate Experience (CandE) benchmark research data has shown that 51% of candidates share positive and 1 in 3 share negative recruitment experiences online via social media (Glassdoor, LinkedIn, etc.), which anybody could find running a quick web search.
- Staffing firms might experience an increase in recruitment costs as well as a lower applicant quality.
- The MSP provider could experience lower supplier prioritization of talent distribution.
- The organization might experience negative worker repercussions including an increase in talent costs (particularly for in-demand roles), loss of talent to competitor organizations in the same market or geography, and applicant or submittal quality.

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Treat Them Right—*continued*

These effects all have major financial implications and can significantly hinder an organization's strategic initiatives addressing talent. Sales and recruiting entities receive incentives on placements, but this creates little (if any) focus on the candidate experience leading up to starting a new position. For those not placed, the experience can be even worse, leaving candidates to feel like a commodity not adequately represented by their staffing firm.

All Are Accountable

While there are more high-quality staffing firms than bad, negative stereotypes about how staffing firms treat candidates do exist. MSPs and the client organization has a role to play as well.

Staffing. The good news is that reasonable effort and some effective planning can go a long way toward making a candidate's experience with a staffing firm stronger.

- Provide regular and consistent updates on the status of applications, interviews and overall candidacy. Apply this to selected, considered, submitted and interviewed candidates.
- Focus on effective communication and provide first day logistics. Greeting new starters with first-day swag improve connections. During a contractor's assignment, set up regular check-ins on assignment satisfaction, performance and expected assignment duration.
- Encourage partner collaboration (staffing suppliers and MSP or VMOs) to review and action contractor or end client feedback for course correction.
- Use technology to enhance and advance candidate communication. Several emerging technologies provide modern, agreeable user interfaces, mobile-first solutions, and multi-channel communication flows (SMS, email, phone) to make staying connected and supporting engagement a more efficient strategy.

MSPs and Clients. MSPs and client organizations can enhance the contingent candidate experience, too. The hiring/client organization has an important part to play in the overall contingent candidate experience. Although hiring manager involvement in the worker selection process may vary, in many cases a candidate will interact with a manager before their assignment start date and this communication provides a direct link to the organizational culture.

What 'Good' Looks Like

Direct hiring candidate strategies offer many options to bridge the opportunity gap. Here is a short list of some quick fixes from the more popular direct-hiring initiatives.

- Create and distribute content (communications, etc.) ensuring space and equipment is available and ready for a worker's first day.
- Include all employees (permanent and temporary) in recognition and social events.
- Ensure employer-branding efforts include the contingent worker population.
- Confirm assignment managers have appropriate leadership and management training regarding interactions with contingent talent.
- Implement supplier and candidate level satisfaction surveys to help identify potential areas for improvement in the existing process and
- measure the impacts of experience-focused initiatives.

Reaping the Benefits

Organizations that implement talent solutions optimizing candidate experience can realize benefits. While compensation will always be integral, worker treatment will influence their decisions before, during and after assignment. Per SIA's 2016 Temporary Worker Survey, aside from pay, temporary workers' top criteria for selecting one staffing employer over another came down to "trustworthiness and honesty," "communication about job opportunities," "relationship with recruiter," and "responsiveness and politeness." In other words, firms that perpetuate a positive candidate life cycle may not need to pay top market rates to keep retention within optimal levels. Furthermore, a contractor's assignment experience easily resembles an audition for permanent employment benefiting both the candidate and the organization. It is important to keep the contingent candidate experience top of mind because a candidate's feelings during the hiring process can influence whether or not they would accept a full-time offer.

Lastly, organizations creating synergies between their permanent and contingent hires are taking the first steps on the way to a total talent solution.



10 most in-demand Internet of Things skills

The internet of things is a multi-billion dollar industry and with it comes demand for employees with IoT skills. However, insufficient staffing and lack of expertise is hampering the IoT market, which means more opportunities for people with the right skillset. Here are the top 10 skills you need to succeed in this hot field. Percentages below indicate increase in demand for IoT year over year.

1. Machine Learning	220%	6. Big Data	71%
2. AutoCAD	108%	7. GPS Development	44%
3. Node.js	99%	8. Electrical Engineering	41%
4. Security Infrastructure	83%	9. Circuit Design	18%
5. Security Engineering	83%	10. Microcontroller Programing	12%

Source: cio.com

Why Successful People Never Bring Smartphones Into Meetings

Forbes.com, Kevin Kruse, Contributor



Do you check your phone for text messages or emails during business meetings?

According to new research from the University of Southern California's Marshall School of Business, you are probably annoying your boss and colleagues. Furthermore, the research indicates that older professionals and those with higher incomes are far more likely to think it is inappropriate to be checking text messages or emails during meetings of any kind.

Researchers surveyed 554 full-time working professionals who earned more than \$30K in income and were employed by companies with at least 50 employees. They asked survey participants about the use of smartphones in formal and informal meetings to uncover attitudes about answering calls, writing or reading emails or text messages, browsing the internet, and other mobile phone related behaviors. Key findings include:

- 86% think it's inappropriate to answer phone calls during formal meetings
- 84% think it's inappropriate to write texts or emails during formal meetings
- 75% think it's inappropriate to read texts or emails during formal meetings
- 66% think it's inappropriate to write texts or emails during **any meetings**
- At least 22% think it's inappropriate to use phones during **any meetings**

These findings don't surprise Roger Lipson, executive coach and founder of The Lipson Group who said, "In my 360-survey work with executives, 'smartphone/tablet use in meetings' is one of the most frequent comments for the 'behaviors to stop doing' category."

Why do so many people—especially more successful people—find smartphone use in meetings to be inappropriate? It's because when you access your phone it shows:

- **Lack of respect.** You consider the information on your phone to be more important than the conversation in the meeting; you view people outside of the meeting to be more important than those sitting right in front of you.
- **Lack of attention.** You are unable to stay focused on one item at a time; the ability to multitask is a myth.
- **Lack of listening.** You aren't demonstrating the attention and thinking that is required of truly *active* listening.
- **Lack of power.** You are like a modern day Pavlovian dog who responds to the beck and call of others through the buzz of your phone.

Continued on back...

TCM will have its own App available for your iPhone or Android device. Details coming soon!



~ TCM has been engaged by a global manufacturer of cutting edge wheel technology in the automotive industry to help them scale their advanced technology development team. We've deployed senior development engineers to design and build software based on manufacturing execution system (MES) specifications. TCM will expanded recruitment efforts to include program managers to lead the analysis and development of business requirements and solutions for intelligent manufacturing related initiatives. Our consultants will be deployed onsite at our client's Michigan facility and are excited to be working closely with their team to build innovative technology for the automotive industry.

~ TCM has partnered with a large cap nationwide government contractor to deliver biomedical technicians to provide clinical and diagnostic imaging system inspection, testing and preventative maintenance across several government agencies. TCM has worked closely with our client over the last year to proactively pipeline, vet and deploy resources with the precise technology and industry certifications and clearance levels needed to get the job done. We look forward to expanding our client partnership and to delivering high quality consultants they need in the future!

~ TCM is pleased to announce our selection as a U.S. delivery partner by a leading private banking, business banking and wealth management provider. Our client specializes in delivering personalized relationship-based service through preferred banking and trust offices in the U.S. on both the East and West Coasts; including CA, WA, MA and NY. TCM has begun leveraging our centralized recruiting and national delivery capability to recruit and deploy top quality functional and technical consultants in multiple regions across the country. We are very excited to have been selected by this prestigious banking client and look forward to a mutually rewarding business relationship.

~ TCM is excited to have been recently engaged by a leading American diversified financial services company to deliver technology consultants across the U.S. Our client provides financial planning, products and services, including wealth management, asset management, insurance, annuities and estate planning. They are headquartered in Minnesota and have a significant presence in the Boston area. We will leverage our significant banking and financial services domain and technology experience to deploy highly skilled IT professionals and project teams to deliver technical results and business value on their key IT initiatives.

~ TCM has recently forged a new client relationship with the world's leading language services provider (LSP) in terms of size, revenue, and breadth of services. Our client provides translation, digital marketing, global content management and application testing solutions to more than 800 world-leading brands to increase their global market share, speed product adoption and more effectively engage customers in local markets. We've begun helping expanding our client's system engineering team and other critical areas within their MA-based corporate office.

Why Successful People Never Bring Smartphones Into Meetings *(continued)*

As expected, opinions on cell phone usage vary greatly by age. Millennials were three times more likely than those over age 40 to think that checking text messages and emails during informal meetings was OK. However, unlike other Millennial traits, this difference is one that could influence young professionals' careers, as they typically rely on those who are more senior, and older, for career advancement.

As with any communication, it's important to be open and transparent with what is expected in the workplace. Lipson noted one novel idea to make sure everybody knew what was expected, "One of my clients took a chapter from saloons in the old West. He put a wicker basket at the entrance to his main conference room, along with a sign. The sign had a picture of a smartphone with the message, 'Leave your guns at the door.'"

Download and print a "Smartphone Free Zone" sign for your conference room--keep your meetings quiet, and your participants focused.



TCM CONSULTANT REFERRAL BONUS!

\$1000 Direct Hire/Permanent Bonus - You are eligible for our \$1000 Referral Bonus if you are the sponsor of a full-time placement candidate (payment will be issued when the placement has successfully completed the guarantee period and payment of the full net fee has been received).

\$250-\$500 Temporary Bonus - You are eligible for our \$250-\$500 Referral Bonus if you are the sponsor of a new TCM consultant (W2 or corp-to-corp). A referral bonus of \$250 will be paid upon completion of the first 320 hours of work by the new consultant, and a second referral bonus of \$250 will be paid upon completion of 640 hours of work.

Our experience has taught us that great candidates often know other great candidates, so be sure to take advantage of our referral bonus program. There is no limit to the number of employees you may refer!

Please contact your Recruiter or Account Executive for further details.

Don't Forget!! TCM offers a special referral bonus program for the referral of **NEW Client Hiring Managers!** If you provide the name and contact information of a hiring manager that TCM hasn't worked with and TCM places a consultant under that manager, you may be eligible for the Referral Bonus! Bonus prizes range from an iPad Mini, iPad, iPhone! Referral Bonus details can be found on our website at: <http://jobs.itstaffing.com/st/Referrals/THECA002K/560>

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