



FPC
**EXECUTIVE
SUITE**

Career Advice for Both Sides
of the Desk

Issue 2

Contents

03



JOB SEARCH TIPS: A NEW REALITY DURING THE CORONAVIRUS OUTBREAK

05



THE KEY TO BUILDING HIGH-PERFORMING TEAMS AND SUCCESSFUL COMPANIES

07



NETWORKING FOR JOB SEARCH DURING COVID-19 AND BEYOND

08



RECRUITING DURING A PANDEMIC: WHY RIGHT NOW IS THE VERY BEST TIME TO ACQUIRE TALENT

10



HOW TO BUILD, NURTURE, MANAGE, AND RETAIN A SUPERSTAR TEAM

12



ROADMAP TO SUCCESS: CREATING AN EFFECTIVE JOB SEARCH STRATEGY

15



THE IMPACT OF REMOTE WORKING AND REMOTE ONBOARDING ON BUSINESSES

20



STAYING VIGILANT IN THE WAR FOR TALENT

24



YOU THINK HIRING SOMEONE CAN BE FRUSTRATING? TRY BEING A CANDIDATE

27



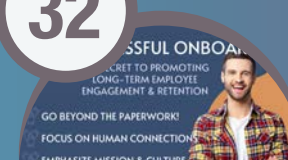
HIRING TOP TALENT IS HARD: WHY YOU SHOULD PARTNER WITH A RECRUITER

30



COLLABORATION: A KEY TO RECRUITING SUCCESS

32



HOW TO ONBOARD NEW HIRES SUCCESSFULLY

35



GEARING UP FOR A ROBUST JOB MARKET IN 2021

37



YOU KNOW WHAT HAPPENS WHEN YOU ASS-U-ME?

39



THE JOB MARKET IS REVVING UP, ARE YOU ASLEEP AT THE WHEEL?

41



THE IMPACT OF COVID-19 ON RECRUITMENT ACTIVITY LEVELS – PANEL DEBATE

45



HOW HAVE HIRING PLANS AND STAFFING CHANGED IN RESPONSE TO COVID-19?

48



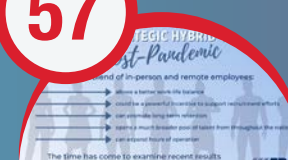
WHAT SKILLS WILL RECRUITERS BE LOOKING FOR POST COVID-19?

52



REMOTE WORKING CHALLENGES: HOW TO KEEP CURRENT STAFF ENGAGED AND INTEGRATE NEW REMOTE EMPLOYEES INTO YOUR TEAM?

57



IMAGINING A POST-PANDEMIC WORKFORCE

JOB SEARCH TIPS: A NEW REALITY DURING THE CORONAVIRUS OUTBREAK

By Steve Margalit, FPC National and Ben Gidwani, FPC Orlando

THE BASICS

Get yourself organized. Designate a workspace at home which can be your “job-search” office. All of your lists and notes should be in one place. Create a dedicated notebook and an online folder to track research and conversations. Create a professional email address just for this purpose, use software like Microsoft Outlook or Google contacts, and track your networking resources. Use Google or Outlook Calendar. Nothing worse than a missed interview due to a scheduling error.



INTERMEDIATE

Update your LinkedIn profile. Make sure you include a list of your relevant skills and quantifiable contributions. What is your value proposition? For more ideas, read “why should they hire you?” Next, update your professional resume. Research best practices for Effective Resume Writing or contact an Executive Recruiter at FPC. Your resume should be spell-checked and ready to be sent out in PDF format. If you are feeling a bit overwhelmed by today’s job market, take comfort in the fact that some things haven’t changed. Resumes are still critical and are often the key to get your foot in the door or lead to a telephone interview. Making sure your resume is well written, clear and concise is what will set you apart from your competition.

NETWORK

Start with a list of everyone you already know in the industry or functional discipline you desire to work in that you can network with. Connect with additional people using LinkedIn, both potential hiring managers and specialized recruiters. You will add to this list as you make new business contacts. A simple positive message like, “I hope you are well, I wanted to connect as I am seeking a new job opportunity. With a lot to offer a company like yours, I would appreciate connecting with you”. Also network with family and friends, they may have contacts that you need to know.

PREPARE A 30-SECOND PITCH

Prepare a 30-60 second pitch on your skills and capabilities. Be prepared to deliver your value proposition to any prospective employer. For more tips, read *Your Job Search is a Bare Knuckle Fight* by Jeff Herzog, (President, FPC National).

BE WELL PREPARED FOR YOUR INTERVIEW

Much like a Broadway show, there are no re-takes! You have one chance to make a great first impression. For some great interview tips, read *Interviewing like a Star*.

POSITIVE ATTITUDE

Yes, despite current realities, keeping a positive attitude during a job hunt is a key factor in getting a job. A poor attitude will affect all areas of your job search. You'll search with less enthusiasm, you'll make less outreach, and you'll probably find yourself sleeping-in more. Worse yet, when you finally do get an interview, your disheartened attitude will bleed right through to your prospective employer. A good interviewer is keen at picking up on subtleties during an interview. If your attitude is less than enthusiastic, the interviewer will know. Advice from Ron Herzog, CEO, FPC National "If you are discouraged it will show at interviews, remember that everyone you speak with should feel your confidence."

BE AWARE OF TODAY'S REALITIES

There may be some delays in decision making, the Coronavirus may not only impact medical health, but also the economic health of companies. You may be asked to do video interviews in place of an onsite interview. Make sure you are prepared to excel in that arena. For some great tips read, "how to do a video interview". Some companies are currently making offers after a video interview if it suits the nature of the role. Be prepared for that possibility. In other cases, this additional step is in place to maintain engagement and momentum in the process. Of course, you will need to practice 'Social Distancing' at any onsite interviews. Be prepared for some other surprises, and you'll need to remain positive throughout this whole process.

HELP OTHERS

Help others with their career search. Anyone who reaches out to help others network for their job search is more likely to receive reciprocal assistance.

HOW CAN FPC RECRUITERS HELP?

FPC recruiters throughout the country are continuing their work during this Coronavirus crisis, working closely with candidates to best position them for success in their job hunt. They have insight into the hiring needs at various companies and how to best approach a job search during this time. Contact an FPC Recruiter to develop a career strategy that will best capitalize on your strengths and experiences. Even in times of health and economic challenge, jobs are available, and skills are needed. Remain positive, research, network and follow this advice to take steps toward your next great opportunity. Good Luck!

THE KEY TO BUILDING HIGH-PERFORMING TEAMS AND SUCCESSFUL COMPANIES

by Jeff Herzog, President, FPC National

“Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.”

Jack Welch

Servant leadership is a people-centered management philosophy that focuses on the needs of employees. It is a stark contrast from the authoritarian leadership approach that has been so prevalent among American companies for many generations.

Servant leaders focus on supporting, enabling, and enhancing the performance of employees by providing the tools, knowledge, resources, and freedom to reach their goals. They prioritize the objectives of employees above their own.

At FPC, this employee-focused style of leadership aligns perfectly with our business model and our mantra: It's all about the people. We believe that the key to business success lies in demonstrating a deep respect for employees, and recognizing that they are the primary drivers of growth.

WHY SERVANT LEADERSHIP?

“It is a shame that so many leaders spend their time pondering their rights as leaders instead of their awesome responsibilities as leaders.” ~ James C. Hunter

Like many successful models in business, servant leadership works because it is a win-win proposition. Not only do employees benefit, but so does the company. The advantages of a servant leadership philosophy are profound and long-term; they promote the sustained growth and success of the company. Here's why:

- When employees feel valued, they are more productive, creative, and dedicated to the company mission. They do not cut corners, sweep problems under the rug, or watch the clock, anxiously counting the ticks until 5:00. People contribute because they want to, not because their jobs are on the line.
- When given the freedom to make decisions, openly exercise their creativity, and receive full credit for their results, people step up and take full ownership of their roles. They are personally invested in their goals and the outcomes they produce.



- When employees are happy and take pride in their work, customer service improves. Interactions between staff members and the public are friendlier and more genuine. Even employees who are not in public-facing roles play a part in increasing customer satisfaction by aiming for operational excellence.

The bottom line: It really is “all about the people.” Leaders who genuinely appreciate the efforts of others, treat their employees like valued contributors, and concentrate their efforts on serving and supporting others, are creating an environment that puts people first. This is the secret ingredient to building a successful company.

HOW DO YOU BECOME A SERVANT LEADER?

There are many paths to becoming a servant leader. The most important step is adjusting your mindset and breaking free of habits that have been developed and reinforced over years or even decades. Here are a few qualities that servant leaders exhibit.

“If serving is below you,
leadership is beyond
you.”
~ Bishop Dale C. Bronner

A servant leader:

- Listens more than dictates. Servant leaders are genuinely interested in the feedback of team members. They encourage inclusion and participation, welcome differing opinions, and promote constructive debate over the best paths to achieve core objectives. This fosters independent thought and diversity.
- Persuades rather than commands. Making meaningful, sustainable change requires consensus building and buy-in among those who are impacted. Servant leaders help employees work through the process to see the logic and benefits of proposed changes. This builds team unity and collaboration.
- Champions trust over micromanagement. Servant leaders give employees the space and freedom to experiment, take measured risks, and learn from mistakes. They trust the capabilities of staff members and value their talents. They do not watch over employees’ shoulders and dictate actions; instead, they state a goal and let employees create their own road-maps to get the job done. This leads to increased employee confidence, fulfillment, job satisfaction, and retention.

In today’s tight job market, companies are seeking ways to attract and retain top talent. Implementing a people-first culture and a servant-leadership approach goes a long way to build a loyal, productive, and happy workforce.



NETWORKING FOR JOB SEARCH DURING COVID-19 AND BEYOND

By Ben Gidwani, FPC Orlando
and Steve Margalit, FPC National

A friend who was recently downsized during the Covid-19 crisis asked me, “what does networking really mean?” There’s both a short answer and a long answer. The following is the long answer which provides actionable items and details on how to be effective at networking during these times.

Networking is probably the most powerful tool in your arsenal today. It involves making connections with people you know and don’t know, who will be helpful in your job search. To learn more about the steps you can take to effectively maximize your networking for job search, [download our e-book](#).



RECRUITING DURING A PANDEMIC: WHY RIGHT NOW IS THE VERY BEST TIME TO ACQUIRE TALENT

“ Opportunities are like sunrises. If you wait too long, you miss them. ”

~ William Arthur Ward

By Jeff Herzog, President, FPC National



With so much turbulence in the economy, some companies are putting recruiting on the back burner, taking a wait-and-see approach to strengthening their teams as they emerge from this crisis. On the surface, cautiousness may seem prudent in these uncertain times; but in reality, hesitation will lead to missed opportunities.

In just a matter of months, the labor market has been completely transformed. Talented professionals who seemed untouchable at the beginning of the year are now entertaining offers. While some have been furloughed, others do not feel secure in their current positions.

At a time where most senior executives list skill shortages as one of their greatest challenges, the pandemic has created an unexpected pathway for companies to fill in the gaps that have been holding them back from achieving their growth objectives.

The time is ripe for forward-thinking companies to acquire the cream of the crop. But this will not last long. When uncertainty begins to wane, more and more companies will be ready to bolster their workforces and extend offers, creating a massive increase in competition.



SEIZE THE OPPORTUNITY

As the owner or senior executive in your company, it's important to take a long-term view. Are you planning to be in business one year or three years from now? Unless you are on the brink of closing your doors permanently in the next few months, you must look beyond the immediate horizon.

Bold organizations are taking advantage of this opportunity and ramping up their recruiting efforts. And with a stronger, more talented workforce, they will emerge from this crisis stronger than ever, poised for exponential growth, and ready to secure a significant competitive advantage in their industries. Hesitant companies that are operating out of fear will miss this rare chance to augment their team with superstars.

If you wait until all uncertainty has disappeared, the labor market will be right back to where it was at the beginning of the year. Now is the time to plan for the future of your company. As author Harvey Mackay said, "Dig your well before you're thirsty."

While budgets may be tight, consider this a strategic investment in your business. And like all strategic investments, there is some risk at the beginning, but wise decisions are worthwhile in the long run.

MAKE A WISH LIST

Begin by performing a comprehensive assessment of your current workforce. Where are the gaps? Where are you strong? Create a recruiting plan that prioritizes the areas that you need most.

Think about the top performers you tried to recruit in the past, but lost to competitors. Now is the time to re-open channels of communication with the ones who got away. Even if they are currently employed, they may be open to a new opportunity in this turbulent climate.

Enlist your executive team to make wish lists for their departments. Who would their dream team be? Are there superstars working for competing companies? Making a list of target candidates is a good start to creating an effective talent acquisition strategy.

PARTNER WITH YOUR RECRUITER

Our talented FPC recruiters across the country are partnering with companies to take advantage of current opportunities in the market. We help businesses formulate and execute talent acquisition plans to position them for success. FPC recruiters are experts in identifying top talent, opening lines of communication, negotiating offers, and acquiring professionals who are perfect matches for companies.

To find out more about how FPC can strengthen your workforce with top talent and position you for growth during and after this crisis, contact your local office and arrange a consultation today.

BUILD, NURTURE, MANAGE, AND RETAIN A **SUPERSTAR TEAM**

- ★ MATCH TALENT ACQUISITION STRATEGY WITH COMPANY MISSION
- ★ CREATE A HUMAN-CENTERED ORGANIZATIONAL CULTURE
- ★ INCENTIVIZE CREATIVITY AND PROFESSIONAL DEVELOPMENT



HOW TO BUILD, NURTURE, MANAGE, AND RETAIN A SUPERSTAR TEAM

By Steve Margalit, FPC National

Developing a high-performing workforce doesn't happen by accident. It is the result of careful planning, the right management approach, and a human-centered organizational culture. To develop a superstar team, you must begin with the understanding that your workforce is the single most important asset in your business; it is the driver of your company's growth and success.

Let's take a look at the three essential ingredients that lead to a first-rate workforce:

TEAM BUILDING

The way a team plays as a whole determines its success. You may have the greatest bunch of individual stars in the world, but if they don't play together, the club won't be worth a dime. ~ Babe Ruth

Take it from the Bambino, collaboration and teamwork are the keys to success. And this comes from one of the most effective and celebrated individual contributors that baseball has ever known, with 12 homerun titles to his credit. While you want a team of Babes in the field, there must be synergy for the team to function properly.

When recruiting talent, hiring managers need to look beyond individual accomplishments to ensure they are onboarding people whose experience, attitudes, goals, work ethic, and communication styles align with the team and company as a whole. Organizations are never effective when their employees operate in silos. When it comes to your employee base, the whole should be greater than the sum of its parts.

Attracting team-driven personnel begins with your job posting or requisition, where you focus on the importance of collaboration in this role. During the interview process, ask applicants to cite examples of their successes working on teams. See if the candidate focuses too much on "I" outcomes and less on "we" achievements. When candidates freely share credit for accomplishments with their colleagues, it is a strong indication that they work well as part of a larger, cohesive unit.



CULTURE

Your organization's culture has a direct impact on the creativity, productivity, and overall performance of your employee base. Companies with rigid policies and a "we've always done it this way" mentality do not encourage out-of-the-box thinking. They are doomed to stagnation and face the risk of irrelevance in an ever-changing marketplace.

If you want your employees to innovate, they must have the freedom to fail without consequences. Failure should be seen as a positive occurrence, especially when it leads to learning and future success. Without acceptance of failure, employees will not feel emboldened to take risks and discover improvements in your company's processes, products, or services. As Thomas Edison famously said, "I have not failed. I've just found 10,000 ways that won't work."

Cultivating an organizational culture that promotes creativity, professional development, and a healthy work-life balance has broad-based benefits. In addition to acting as a recruitment magnet, a progressive company culture also leads to increased productivity, team performance, and employee retention.



LEADERSHIP

Even with a roster of top performers, a team-oriented workforce, and an employee-focused organizational culture, your company won't thrive without the right type of leadership. Too often, employees' efforts and ambitions are thwarted by micromanagers and task masters who fail to inspire and support their teams.

To promote optimal performance and ensure individuals reach their fullest potential, managers need to adopt a servant leadership philosophy. The role of servant leaders is to support their teams and ensure that they have the training, tools, resources, and knowledge needed to succeed. This approach puts your employees and teams at the center, and positions your management staff as facilitators, enablers, coaches, and motivators. Not only does this method lead to greater employee productivity, but it also promotes higher levels of job satisfaction and long-term retention.

Building high-performing teams is within the reach of all companies. With the right mindset and culture, businesses can transform lackluster teams into superstar rosters that would even make the Bambino proud!

Find an FPC Executive Recruiter to help build your superstar team!



ROADMAP TO SUCCESS: CREATING AN EFFECTIVE JOB SEARCH STRATEGY

By Steve Margalit, FPC National

It's daunting. The idea of launching a job search seems like a monumental task, especially in the midst of a pandemic. When you look at all of the things you must do to land a job, it's easy to become overwhelmed. From crafting your resume to honing your interviewing skills to finding the right recruiter – where do you even start?

Envisioning the entire scope of your job search is a surefire way to put yourself into a panic. The key is not to attempt to do everything at once; just take the first step. And once you do that, you move on to the next step and then the next. Before you know it, you're posting on LinkedIn about your amazing new job!

It's important to take a common-sense approach to finding a job. Here is your roadmap:

IDENTIFY YOUR TARGET

Start the process by identifying your target position. While it may seem intuitive that you should keep your options open, you will have better results if you are able to select a specific field, job, and level. This way, you can position yourself as an expert on your resume, your LinkedIn profile, and in your networking. Having no focus or more than one focus will make your resume and your personal brand weaker, and it will send a mixed message to employers.



While some job seekers try to work around this issue by having multiple resumes for multiple targets, you can only have one LinkedIn profile, which is a critical component of an effective job search. Those who are able to narrow the scope of their job searches to a single target are better able to secure a competitive advantage within that field.

GET ORGANIZED

Adopting an organized, systematic approach is the next step in launching a successful job search. Rather than waking up every morning and scrambling to try to figure out what you should do that day to find a job, have a pre-set list of tasks to perform. If you are not currently working, then looking for a job is your new job; make sure to use your time wisely with meaningful activities. If you are presently employed, then you must find the time in your schedule to make progress every single day.

A daily job-search to-do list consists of activities that move you closer to your goal of landing a job. They include outreach, networking, researching companies, LinkedIn maintenance, cover letter writing, interview preparation, and follow-up. Creating your list will make looking for a job less overwhelming and leave you feeling more organized and optimistic.

SET A REALISTIC TIMELINE



realistic timeline Securing the right job will not happen overnight. It is a process that requires considerable effort and persistence. While you may hear stories of people who find success after sending out just one resume, this is the exception, rather than the rule. And there are stories about people who take years to find a job, but that is also uncommon, especially with a well-thought-out strategy. Be sure to make progress every single day and you will expedite the process. While it is impossible to tell how long an individual job search will take, you can reasonably expect it to take months, rather than weeks or years, to reach your goal.

At times, success may seem elusive, but you will get there with the right attitude, approach, and effort. Understanding that it won't happen immediately will help you to better manage your expectations and keep a positive attitude through all of the peaks and valleys you will experience during this process.

FIND THE RIGHT RECRUITER

The good news is that you do not have to conduct your job search completely on your own. Partnering with an experienced recruiter who understands your profession and your field will help to open the right doors. Your recruiter will also guide you in how you can best present yourself on your resume, on LinkedIn, and in interviews.

At FPC, our top-tier recruiters throughout the nation have helped thousands of candidates transition to the next stage of their careers. All of our recruiters are focused on the needs of job seekers, and they subscribe to our motto, "It's all about the people." When you are ready to launch your job search, reach out to your local FPC recruiter to start the process.

THE IMPACT OF REMOTE WORKING AND REMOTE ON-BOARDING ON BUSINESSES

By Jeff Herzog, President, FPC National

The transition to remote working that's been thrust upon Corporate America by the pandemic hasn't been smooth for many employers. While for those companies still in a position to make new hires during this time, on-boarding new hires remotely while managing a newly remote workforce doesn't make things any easier.

Understanding some of the challenges the pandemic is posing was why we assembled a panel of senior HR, Finance and Operations experts from across Corporate America and hosted a panel debate to uncover the issues.



We asked our panel 5 key questions related to the impact of COVID-19 and will be serializing this session over the coming weeks. In this video the panel talk through their experiences of how remote working and remote on-boarding has impacted companies:

Our thanks go to our expert panel members for their time and for sharing their insights so openly:

Jenn Ryan – SVP Operations – Xometry

Douglas Krieger – Director Global Sourcing – Herbalife

Julie Bank – SVP Human Resources – Brighton Health Plan Solutions

John Rorick – VP, Client Services – AgileOne

Steve Lagnado – CFO – Insider Inc

ADDITIONAL THOUGHTS ON THE IMPACT OF REMOTE WORKING AND REMOTE ONBOARDING

The importance of making new employees feel welcome from the start, and especially during the on-boarding process can't be exaggerated. Research has shown that one of the most common reasons for employees leaving within their first three months is sloppy on-boarding procedures whilst 69% of employees will stay with a company for three years or more if they had a good on-boarding experience.

While most companies already have a strategy in place for welcoming new traditional employees, it is unlikely such strategies will work without being refined when your teams work remotely, especially if you are hoping to deliver a remarkable on-boarding experience. In the rest of this article, we'll discuss some of the challenges businesses are likely to face as they navigate the largely unfamiliar waters of remote working and remote on-boarding.

GETTING THE PAPERWORK DONE

Traditional on-boarding which usually takes place in the office typically involves a lot of paperwork. New employees are required to fill out and sign many forms, from providing payroll details to completing I-9 forms. Also, there's the process of physically verifying official documents for authenticity. While there are several digital solutions available today that can facilitate this process for new employees – and by extension other remote workers who may need to fill out and sign some forms – not all paperwork can be verified and processed digitally.

Moreover, it can still be a daunting task, especially for employees who may not be necessarily tech savvy. This presents a huge problem for HR teams who handle the filing and processing of such paperwork. In this case, they can either insist that the employee physically come in to the office or pay for a notary service to verify the documents.

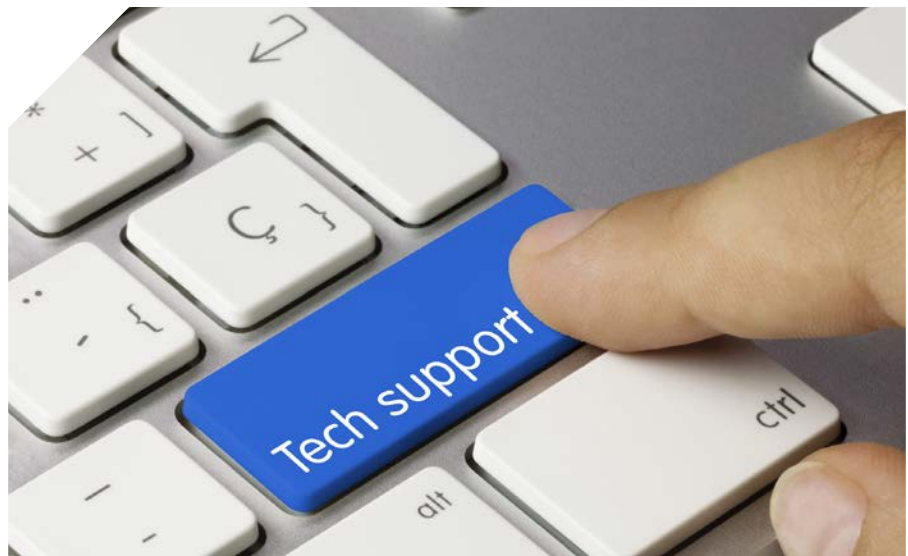
EMPHASIZING APPROPRIATE SECURITY PROTOCOLS

New remote employees and off-site employees in general are likely to use the company's technology in public places and potentially also log onto public Wi-Fi networks to access various online accounts while doing their job. Employers need to take every precaution to provide their workforce with secure access to business-critical tools. Even then, you can never be 100% certain of protection against a security breach, especially with the increased rates of cyber crime.

According to research, malicious hacking attacks occur every 39 seconds and the average cost of a data breach is \$3.9 million. Hence, it's essential that employers go the extra mile to stress appropriate security protocols or risk compromising the security of the company IT infrastructure. The company tech support will also need to provide employees with adequate training on data security (e.g., password policies, use of anti-virus software and so on). Essentially, remote work exposes businesses to greater risks and unless employees are familiarized with business critical systems and how to use them appropriately, they may be unable to mitigate those risks.

PROVIDING THE RIGHT TECH SUPPORT

The fact that your employees are willing to work from home does not mean they have all the equipment and software required to efficiently do that. It is the responsibility of the employer to provide employees with all the equipment and tools they will need to properly do their jobs. You can't expect remote workers to stay productive when they have not been equipped to do so by the company they work for.



tech support In a traditional office setting, workers typically have their work space equipped with everything they need to access the programs, resources and people they require to fulfill their role in the business. It shouldn't be any different when these people work remotely. However, due to the COVID-19 health crisis, getting the essential tech kit like new computers, business phones etc., to remote workers needs more planning. Also, these tools are usually set up and configured by the IT team before the employee can begin to use them, but with the company's IT team working from home as well, this only complicates things further.

Beyond the physical tools, businesses also have to ensure that their employees, especially the newly on-boarded ones, know how to access all of the software and equipment that they're going to use. In a traditional office, the internal IT teams usually take care of this but with people working remotely, there's no doubt that tech support may not be as readily available when an employee experiences software or hardware troubles and additional resourcing may be needed here to overcome this.

LACK OF ENGAGEMENT

Remote work can get pretty lonely, especially for new employees who might find it harder to connect with other members of the team. While remote work nonetheless offers the benefit of working from the comfort of your home, if you're used to being around colleagues in an office, feelings of loneliness and isolation are to be expected. And the more isolated your workers feel, the less likely it is that they'll have a strong connection to your company.

When the new starters feel disconnected from their colleagues, it might be difficult for them to collaborate effectively or stay productive and this will definitely take a toll on your company. To boost engagement and collaboration amongst teams, employers can start by organizing online team meetings to introduce new joiners to their teammates. It is also recommended that mentors are assigned to the new team members so they have someone to turn to whenever they're feeling nervous or need help. Regular meetings where employees in the same group can chat over video conferencing sessions and get to know each other have also been found to help.

As you'll have seen in the above video, John Rorick really stresses the importance of organizations ensuring that employees feel like they are part of a team. Making engagement a priority in remote work will ensure that team members don't feel isolated, with no understanding of company culture, or what's expected of them. "It'll be interesting to see how we ultimately take a step forward as organizations to assure people feel like they're a part, they're productive, they're trained and they understand how they contribute to the organization without actually physically meeting them. It's going to be really interesting" he said.





ISSUES WITH COMPLIANCE AND REGULATIONS

When organizations hire people, as a part of the on-boarding process, background checks are usually run. This is the compliance and regulation side of on-boarding. This is what helps you determine if your new employees are truly who they say they are. However, with the new remote work way of working, HR teams may find it more challenging to fulfill regulatory compliance requirements and this needs to be factored in.

John Rorick, the Vice President Client Services of AgileOne, spoke about the difficulties companies are likely to face with ensuring regulatory compliance:

“I like to put on-boarding into kind of two buckets when we talk about it in the current crisis. You have the regulatory and compliance aspect of on-boarding, meaning how we approach our background checks. How are we getting through all the regulatory compliance requirements to make sure everyone is who they say they are and all the other check-the-box things that we have from a talent standpoint?”

Recruitment is typically undertaken to fill a specific vacancy that will help the company move forward. The current crisis is creating scenarios where companies have an immediate need for new staff and may have to bring on new staff without having completed the regulatory compliance aspect of on-boarding. According to John Rorick, those staff who are yet to be fully vetted by the company due to parts of the government being shut down are given the “pending” status until obligations are able to be fulfilled from a regulatory standpoint.

Moving forward, Rorick believes that technology will fill the gaps for regulatory compliance in the remote work environment:

“It won’t go back to the way things were traditionally, and I think that’s a good thing because there’s a balance and there are benefits of both. On the regulatory side, it’s going to be very interesting to see what technologies advance. And I think the people that take to that first, are going to win in that space. Because you have to make sure you mitigate the risk of your employees and who you bring on board.”



CHALLENGES WITH INTEGRATING INTO THE COMPANY CULTURE

In the early days of an employee's tenure, the company typically puts them through training sessions to educate them on the policies and procedures of the company as well as exposing them to – and ingraining – the company's culture. This is where they'll learn more about the company, everything from its values and vision to dress code. However, with remote work, newly on-boarded hires can't physically attend these orientations. Here, the challenge for hiring managers and HR teams is how to share electronic versions of company documents that explain the company's vision and provide virtual training sessions to replace the in-person training sessions to brief new employees about the culture of their work.

But without being physically present, it can be hard to ensure that employees take these orientations and training sessions seriously – or that they have the same impact. The challenge for businesses is to make the on-boarding experience more engaging for remote workers. This is important as the upside, when remote employees are fully integrated into the company culture, is that they are less likely to feel disengaged and disconnected from the team and they are more likely to be productive hires for the company.

FINAL THOUGHTS

Managing remote employees while simultaneously on-boarding new starters can be challenging especially for businesses who just started working remotely during the pandemic. Nonetheless, with a clear remote on-boarding plan and the right remote working strategies, the challenges of remote working can be effectively managed. If you'd welcome a discussion about how to achieve this more effectively in your organization, please reach out to our team and we'd be happy to help.

STAYING VIGILANT IN THE WAR FOR TALENT

By Steve Margalit, FPC National



SECRETS FROM AN EXECUTIVE RECRUITER

The more things change, the more they stay the same. The effects of the COVID-19 pandemic are still impacting how business is done in the United States and around the world. As the economy revs back up and the employment market regains its footing, one underlying theme that has remained constant is the war for top talent is alive and well. Successfully filling open roles in your organization requires a tremendous amount of communication and coordination throughout the hiring process. From the beginning of the process, ensuring all your team members on the interview committee are on the same page; to the activity stage, sourcing internally by reaching out to your network of contacts. Lastly, and perhaps most importantly, partnering with a specialized Executive Recruiter in your industry. It's "all hands-on deck" if you want to close and on-board the candidates of your choice.

During a recent Q&A, Jeff Herzog, President of F-O-R-T-U-N-E Franchise Corporation (FFC) sat down with Dylan DeYoung, Director of Training and Operations at FPC National. F-O-R-T-U-N-E Franchise Corporation, founded in 1959, currently has over 65 offices and 175 recruiters around the country placing top talent in several industries/disciplines. Jeff has the unique vantage point of running his own recruiting desk in addition to getting the pulse of the market in real-time from his franchised offices. Here are some key takeaways from their discussion, taking you behind the Executive Recruiters veil, that you can implement to swing the pendulum in your favor in the war for talent.



BEGINNING STAGE

Dylan DeYoung: What type of information do you look for from the candidate on your intake interview?

Jeff Herzog: I generally divide up the information I am looking for into two categories...hard skills and soft skills. Obviously, I need to make sure they have the experience I am looking for, but just as important is listening to make sure they have the right mindset. Ideally, I want someone who is a “make-it-happen” person who is not in a rush to leave their job and is able to articulate their quantifiable accomplishments. It is really a very important balance between someone who is confident, but not arrogant, assertive, but not aggressive and enthusiastic about a new opportunity, but not so much that it sounds like they are running from something. It’s also critically important that I “earn the right” with candidates and that I earn their respect. Too many recruiters outside of FPC treat their clients like gold and their candidates like ‘you know what’. That really comes back to bite you in the end.

Dylan DeYoung: What things do you close for in the beginning stage?

Jeff Herzog: Closing during every step of the process is critical...even on the first call. I need to be comfortable that they are committed to the interview process and they are able to convey to me that they will leave their current role if things work out with the job I am recruiting for. Getting a commitment for relocation and compensation are also things that I am closing for. It’s so important not to have these things be issues at the very end when the offer is out.

ACTIVITY STAGE

Dylan DeYoung: What expectations do you set with your candidate during the interview process?

Jeff Herzog: This really comes down to the details of the interview process that the company I am working with lays out. These days it is more important than ever before to tell the candidate exactly what the interview process will look like. One of my clients recently set the initial expectation that the process would be a total of four video interviews which is what I told the candidate. After the second interview, the hiring manager added three additional interviews which not only made me look bad, it made the candidate second guess the company. Thankfully everything went well and the candidate accepted the job, but it doesn't often happen that way.

Dylan DeYoung: As the interview process moves forward, are there any deal breakers or red flags that would cause you to pull the plug?

Jeff Herzog: Absolutely. If candidates drag their feet or start wavering, I immediately start to pull the opportunity away from them to re-test their commitment. It's also concerning when candidates start talking about other opportunities they have, but we still need to ask about them. Every time I talk to a candidate during an interview process, I always ask "What else do you have going on that could interfere with this opportunity?" On the flip side, though the biggest issue these days seems to be the companies that are stalling and can't get their act together. We hear time and time again from our franchisees and recruiters that candidates are either pulling themselves out of the process or taking other offers because the hiring company took too long. It's a pervasive problem and we train our recruiters how to manage the process to ensure that if a hiring manager wants a candidate, we can deliver. I don't think a lot of companies understand just how much influence we as executive recruiters have on the process.

CLOSING STAGE

Dylan DeYoung: After the interviews are complete, and your client wants to make an offer how do you put yourself in the best position to close the deal?

Jeff Herzog: Great question...I have a standard process the walks the client back half a step before making the offer. I always go back to the candidate and say "It seems as though everything went well with the interviews and they are considering making you an offer. That said, let's say they make you a professional offer, meaning let's take money off the table for right now and assume it's what you're looking for, are you ready to go to work for XYZ company? Is it the right professional move for you?" If the answer is hopefully "Yes" or "Absolutely" I will proceed by asking "Great, let's go back to what you said about your expected compensation during our initial call...What's changed?" This really tests the commitment of the candidate and ensures that we are in the ballpark. The

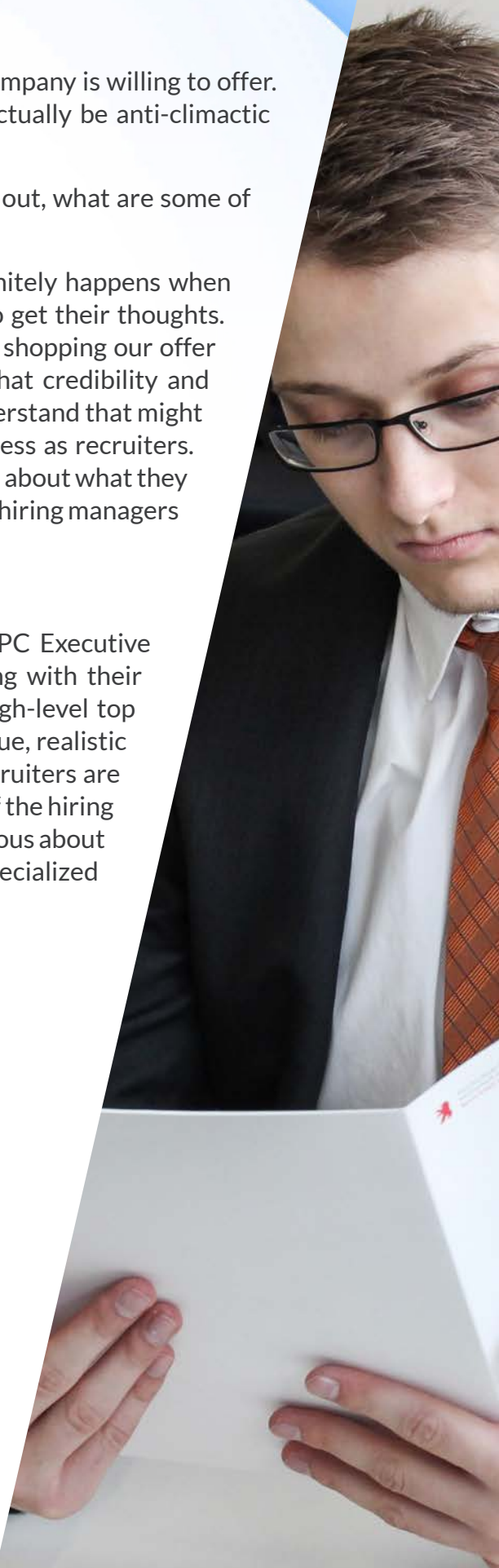
goal is to have them closed on a number lower than what the company is willing to offer. It's not always possible, but if we did our job right, it should actually be anti-climactic when the offer comes.

Dylan DeYoung: Candidates behaviors change once the offer is out, what are some of the warning signs, and how do you handle them?

Jeff Herzog: Radio silence is often the biggest concern...it definitely happens when an offer is made and you don't hear back from the candidate to get their thoughts. My mind immediately goes to either a counteroffer or they are shopping our offer to another company. This is why it is so important to build that credibility and relationship with candidate right from the very beginning. I understand that might be tough for hiring managers to do, but it is critical to our success as recruiters. This credibility allows me to ask candidates very direct questions about what they have going on and anticipate issues before they happen. I tell my hiring managers that I don't want offers going out that don't get accepted.

WRAPPING UP

Great insight from Jeff on the steps he and his network of FPC Executive Recruiters take throughout the hiring process when partnering with their clients. Attracting, interviewing, closing and on-boarding of high-level top tier talent is NOT an accidental process. It requires open dialogue, realistic expectations, and commitment. High performing Executive Recruiters are working at each of these steps behind the scenes from day one of the hiring process in anticipation of any pitfalls that may arise. If you're serious about building your team of "A" players, find your industry/discipline specialized recruiter at FPC National.



YOU THINK HIRING SOMEONE CAN BE FRUSTRATING? TRY BEING A CANDIDATE

By Steve Margalit, FPC National

TAKEAWAYS FOR THE HIRING MANAGER TO SHARPEN THEIR PROCESS

The hiring process, which is largely controlled by the whim of the hiring company (as it should be) does not always run as smoothly as it could on its own. Attracting and hiring exceptional talent should be among the most important responsibilities company leadership needs to focus on. In fact, it's essential for sustained growth. A successful hiring process recognizes that it takes two to tango, and it sometimes requires a little freestyle along with the complicated choreography of the interview process. Executive recruiters are often right in the middle of it, directing traffic and collecting feedback along the way. We usually recap what candidates need to improve upon to land their dream job. Today, however, we're sharing some of the frustrations top candidates have experienced in their job search in the hopes of improving the process for all!

“ We do not learn from experience; we learn from reflecting on experience. ”

– John Dewey

DISORGANIZED INTERVIEWERS, MISSED APPOINTMENTS, LACK OF FEEDBACK

Candidate interview fatigue is a real thing. Long drawn out processes can really temper a candidate's level of interest in an opportunity. If the timeline to hire is too long, undefined, or involves too many steps, companies run the risk of losing some great candidates. Establishing who on the hiring team is the main point of contact to schedule and brief the team before and after interviews can help avoid the embarrassment of miscommunication regarding appointments – almost sure to turn off a candidate. Engaging an Executive Recruiter to act as a liaison between the parties can be effective in avoiding such mishaps. Another completely avoidable dealbreaker is lack of preparation on the hiring managers part – for instance, the first time they see the resume is when the candidate sits down for the interview. Qualified candidates deserve more consideration than that! Finally, after an extensive interview process, the company goes dark on them. Hiring Managers, listen up – good, bad or indifferent... you should provide a timely yes or no decision! It's the right thing to do.

“ I was supposed to interview on video with three people today, one of them never showed and nobody notified me in advance ”

– Anonymous candidate





EVERCHANGING, INCONSISTENT ROLES AND RESPONSIBILITIES

“ Sounds like they have a great future, but they seem to be growing too quickly and they are moving in too many directions at once ”
– Anonymous candidate

When the roles and responsibilities of the job are presented differently by each interviewer, it raises a big red flag to the candidate. The appearance of chaos behind the curtain is not something that excites or motivates strong candidates to sign up for. Careful communication and coordination among the hiring manager and interview team is critical to presenting a consistent message. Top candidates are in high demand in current job market, losing them to the unforced error of internal disarray is unacceptable and can most certainly be avoided.

ANTIQUATED TECHNOLOGY FOR TODAY'S INTERVIEWING CHALLENGES

“ Their video interviewing platform kept crashing, felt like their technology is behind the time ”
– Anonymous candidate

Since the outbreak of the Covid-19 pandemic, companies have had to quickly change how they conduct interviews and manage their hiring process. With the rapid developments in technology over the past decade, and the by-products of the 'digital generation' emerging in the workforce, these gaps in technology stand out for all the wrong reasons. Investment in high tech infrastructure can send the message to stellar candidates that you're ready to compete. It also ensures you'll be prepared to adapt in an unprecedented environment (like the one we're in now), carrying on in a business-as-usual manner with remote working capabilities.

UNDERSTANDING THE MARKET ON SALARY

When you make it to the finish line of the hiring process with a

candidate you are interested in hiring, anything less than a realistic professional offer is bound to end in disappointment. It's important as a hiring manager to do your homework and get a feel for the fair-market compensation for the level of experience and geographic location of the position. Be direct, ask the candidate what their compensation expectations are. Do not make this a cloak-and-dagger operation. If you happen to be working with a specialized Executive Recruiter, their developed relationships with candidates can be an asset in setting realistic expectations on both sides and help broker a fair deal.

The foundation of any successful relationship is built on mutual consideration. You can't take anything for granted. If you're serious about building new relationships with potential candidates, the best way you can show consideration is being fully prepared to manage the process from beginning to end. First, you need to figure out what you want. Next, as a leader it's critical you get your team engaged and deliver a consistent message. Be prepared for the unexpected, ready to adjust on the fly and get creative where necessary. Lastly, utilize all of your resources to make sure you deliver a fair and reasonable offer. If you're looking to partner with an industry specialized recruiter, search www.fpcnational.com. Good Luck!

“ I thought we really connected on the interview, but they never asked what salary I was looking for, next thing I knew, they presented a low-ball offer, I was definitely insulted ”
 – Anonymous candidate



HIRING TOP TALENT IS HARD: WHY YOU SHOULD PARTNER WITH A RECRUITER

By Jeff Herzog, President, FPC National

As most employers understand, the primary driver of business success is building and retaining a high-performing team. And while the pandemic has created a larger pool of talent, the critical task of identifying and selecting the right individuals has become more daunting and challenging than ever.

Companies can eliminate much of the frustration and uncertainty in the talent acquisition process by working with a professional recruiting agency. Experienced agencies have the expertise and professional network meet your staffing objectives.

PARTNER WITH A RECRUITER

What to Look for in a Recruiter:

-  EXPERIENCE & INDUSTRY EXPERTISE
-  PROVEN TRACK RECORD OF SUCCESS
-  VAST PROFESSIONAL NETWORK
-  PEOPLE-FOCUSED BUSINESS MODEL



BENEFITS OF WORKING WITH A RECRUITER

Why work with a recruiter instead of doing it alone? Here are a few reasons:

- **Vast Network:** Recruiters have cultivated an extensive network of professional contacts in specific industries. They are able to tap into a robust talent pool to find the perfect fit for your company.
- **Expertise:** You can be sure that recommended candidates are carefully vetted and that they possess the qualifications required to meet the challenges and objectives of your open positions.
- **Efficiency:** Because experienced recruiters have placed thousands of candidates, they are able to streamline the process and identify top talent efficiently and methodically.
- **Support:** Recruiters serve as professional talent acquisition advisors to your company, providing guidance throughout the recruiting process.

WHAT TO LOOK FOR IN A RECRUITER

It's important to select a recruiter with extensive experience, a large network of recruiters, and a proven track record. Here are a few reasons FPC stands alone with it comes to excellence in recruiting:

Experience:

With more than 60 years of experience, FPC has the experience and expertise to cut through the noise and find the perfect fit for your requirements, objectives, and company culture. Our unique, proven system separates the top performers from the pretenders and delivers high-quality, uniquely qualified candidates.

Relationship-Focused Business Model:

Since FPC's start in 1959, we have built our business with a relationship-focused business model. We understand that our clients are more than just job requisitions, our candidates are more than just resumes, and our recruiters are more than just employees. Our motto, "It's all about the people," defines our mission perfectly: We are in the business of changing people's lives for the better.

Our client relationships are strategic, rather than transactional. We strive to be your trusted partner for workforce development, and not simply a one-time solution to fill a current opening.

National Presence:

With more than 65 offices throughout the nation, FPC has built an extensive network consisting of hundreds of recruiters to support our valued client base. While each client works exclusively with an individual office and recruiter, they enjoy the benefit of drawing from a larger talent pool and a robust network of experienced professionals.

Through our "Exchange Placements" program, our recruiters work collaboratively with each other to ensure that clients have access to the very best talent in every industry. While most agencies offer selections from a small, local pool of candidates, FPC is able to provide employers with the cream of the crop from across the country.



Personalized Process:

Our recruiters are trained to go beyond the job description to find the ideal candidate for each client. The process begins with an in-depth needs analysis to identify your functional requirements, company culture, challenges, and strategic business objectives. We then develop a comprehensive recruitment strategy to ensure your needs are met.

We match you with high-performing individuals who seamlessly acclimate to your culture, deliver exceptional and consistent results, and continue to be a valuable asset to your company for years to come.

Track Record:

During our 65 years in business, we are proud to have placed tens of thousands of job seekers in a wide range of positions at all levels, from professional staff member to c-suite executive. It's no wonder that FPC National enjoys a 5-Star rating on Indeed.com and continues to grow thanks to referrals from satisfied companies and job seekers alike.

NEXT STEPS

If you are ready to explore a relationship with a strategic recruiting partner, you can schedule a consultation here, and one of our client care representatives will connect you with a professional recruiter who specializes in your industry and region. We look forward to building and strengthening your workforce together.



COLLABORATION: A KEY TO RECRUITING SUCCESS

By, Jeff Herzog, President, FPC National

KEYS TO RECRUITING SUCCESS



-  YOUR RECRUITER IS A STRATEGIC PARTNER
-  OPEN COMMUNICATION IS PARAMOUNT
-  "EXCHANGE PROGRAM" PROVIDES EXPANDED NATIONAL NETWORK



YOU'LL VALUE THE EXPERIENCE

Your company is about to initiate a search to fill a senior-level vacancy. You've assembled a search committee, defined the requirements of the role, and engaged the services of a professional recruiting firm. But how can you be sure that these steps will lead to a successful hire?

Ultimately, the effectiveness of your executive search will depend on the capabilities, experience, network, and reach of the recruiting firm you've enlisted to spearhead the project. Fortunately, there are steps you can take to increase your chances of finding the perfect candidate for your vacancy.

PARTNERSHIP MODEL

Let's face it: Building your executive team is one of the most important drivers of your company's growth. The task of recruiting a senior leader or key player should not be left to a hands-off recruiting firm. To ensure a successful placement, it is important to work with a strategic recruiting partner who takes the time to understand your company's mission, objectives, challenges, and culture.

Any recruiting firm can send candidates who fit a general job description. But critical roles in your company need to be filled with professionals who are more than merely "capable"; they must also be a strong cultural fit, and aligned with your company's vision, mission, and business model.

Your relationship with your recruiting agency should not be transactional; rather, it should be a partnership where your recruiter is your trusted advisor and strategic staffing consultant. At FPC, genuine partnerships with our clients form the cornerstone of our relationships.

COLLABORATION AND “EXCHANGE PROGRAM”

“Exchanging candidates and jobs is an excellent way to create or strengthen relationships. Knowing what others are doing in the system increases the likelihood of a great candidate being found, whether it be for your client or your exchange partner’s. We are in the service business. FPC’s team and brand has been built over many years. We have learned a lot about ourselves and the industry during that time. One thing is for certain: the highest producers believe in exchange. It would be a shame to have access to some of the best talent in the recruiting industry at our fingertips and not tap into it.” – Steve Hicks, FPC of SW Indiana



When a company works with a single agency office, the talent pool is limited. The recruiter or office is only able to tap into a limited group of candidates. But when you work with a larger executive search firm with a national network of offices and recruiters, the professional network increases exponentially. This is especially true when it comes to diverse markets, industries, and specializations. The larger the network, the greater the pool of available candidates.

At FPC, we have developed a unique initiative called the “FPC Exchange Program,” which provides clients access to the full breadth of our nationwide network. With a significant footprint in key markets throughout the U.S., FPC is able to leverage the experience, network, contacts, and resources of 65+ offices and more than 150 recruiters, who have expertise in a vast number of specialties.

This broad coverage allows FPC recruiters to collaborate internally to expand the talent pool to ensure clients are matched with ideal candidates. This is a significant advantage over individual recruiters or single offices, which can only draw from a small pool of local talent.

“FPC’s Exchange Network greatly supports my business goals each year. I regularly use the network for three reasons – Respond faster to client needs, present the highest quality candidates, and improve FPC’s national brand recognition. I aim to generate 30% of my annual production through exchange partnerships. Work smarter, not harder.” – Shelly Blackman, FPC of Bellwood

REAL RESULTS

In the face of the Covid-19 pandemic, FPC recruiters have relied on our network of partners more than ever to ensure their clients had timely access to the most talented professionals in their field. Exchange placements are up a staggering 62% year over year. A win-win for both our clients and our job seeking candidates.

With FPC, clients enjoy the benefits of working with a strategic partner, an expanded network from our unique Exchange Program, and a relationship-driven approach to recruiting. From the initial engagement onward, clients experience first-hand what it means to partner with an agency with the motto, “It’s all about the people.”

HOW TO ONBOARD NEW HIRES SUCCESSFULLY

By Steve Margalit, FPC National

THE SECRET TO PROMOTING LONG-TERM EMPLOYEE ENGAGEMENT & RETENTION

First impressions matter. Just as we experience initial feelings and reactions when meeting another person, we also have distinct impressions when we start a new job. These impressions are powerful, lasting, and often difficult to change. The good news is that there is a lot that companies can do to help shape these impressions and create a path that leads to high levels of employee satisfaction and retention.

An employee's first impression of your company begins long before an offer is extended. Be sure your interviewing process is consistent, manageable, and people-centered to provide a positive experience that makes candidates want to work for your company. Emphasize to your HR staff and hiring managers that their roles include being company ambassadors with a goal of providing a positive and professional image of your organization.

ONBOARDING IMPACTS PROFITABILITY

According to a study by Glassdoor, employers spend an average of \$4,000 and 24 days to hire a new employee. And that's just for the hiring process alone. When factoring in the costs of training and learning curves, companies can expect to pay tens of thousands of dollars for each new hire.

High retention means greater profits. The Society for Human Resources Management (SHRM) released a report stating that "Half of all senior outside hires fail within 18 months in a new position" and "Half of all hourly workers leave new jobs within the first 120 days." With attrition rates as high as these, it's easy to see how important onboarding is to promote greater retention.

In addition, according to a study conducted by Boston Consulting Group, companies with successful onboarding functions experienced 2.5x revenue growth and had almost double the profit margin over companies with ineffective onboarding processes.



SUCCESSFUL ONBOARDING

THE SECRET TO PROMOTING
LONG-TERM EMPLOYEE
ENGAGEMENT & RETENTION



GO BEYOND THE PAPERWORK!



FOCUS ON HUMAN CONNECTIONS



EMPHASIZE MISSION & CULTURE



REMOTE VS. IN-PERSON ONBOARDING

During the pandemic, many companies have adopted a remote or hybrid workplace model. Onboarding is just as important for remote employees as it is for in-person staff. And while onboarding remote employees presents logistical challenges, most of the core principles and objectives still apply.

When it comes to effective onboarding, companies must go beyond filling out paperwork, registering for employee benefits, and signing out computers and other tech. Onboarding needs to focus on the human element as well. The quicker that an employee becomes acclimated to your company's culture and day-to-day operations, the quicker they can be a productive member of your organization.

PROMOTE A SENSE OF BELONGING

Employees thrive when they feel they belong and have meaningful connections with others. Assign a superstar long-term employee to guide your new hire through the onboarding process. Ensure that new team members have bonding opportunities with those in their department. Set up icebreaking activities to help your new employee feel welcome and connected. The quality of workplace relationships is strongly correlated with job satisfaction and longevity.

If possible, onboard new employees in groups, rather than individually. When new hires are acclimated together, there is a sense of community, as they are all beginning from the same place. This gives each new employee a head start when it comes to forming productive workplace relationships.

Promoting connections at work is even more important for remote employees. Team members who are working from home can experience a sense of isolation and disconnectedness from their companies. Simply providing remote workers with a laptop and an employee manual does not create a sense of belonging. Be sure to set up regular check-ins through Zoom, Slack, Teams, or other applications to foster strong interpersonal relationships.

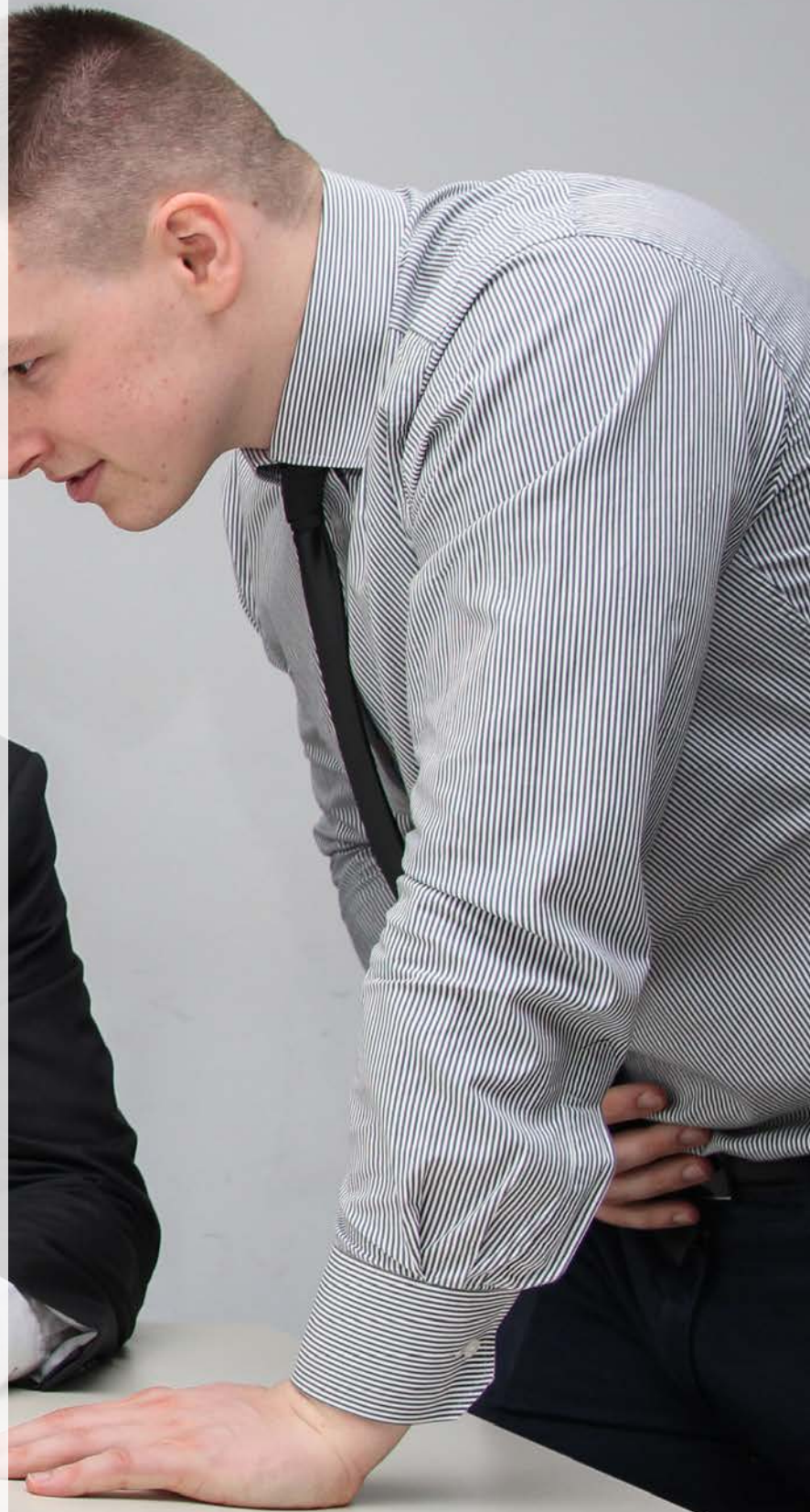
CULTURE, COMPLIANCE, AND EXPECTATIONS

The most significant components of the onboarding process are intangible. When a new employee is introduced to their position, there is often a sense of uncertainty and insecurity surrounding expectations. Supervisors must take the time to ensure that new staff members have a complete understanding of their roles, objectives, and performance measurements. This often requires more than an introductory overview and company documentation. An employee's confidence grows as they feel more comfortable with their expectations.

It is equally important to acclimate new hires to your company's culture. Give them a sense of your organization's personality so that they can start to feel at home. Be sure to expose new team members to your company's mission and core values so they can get a strong sense of what your company stands for. Let them see the level of dedication, work ethic, and commitment to compliance exhibited by other employees.

COMPETITIVE EDGE

Implementing a world-class onboarding system will provide your company with a significant advantage. According to a study by Gallup, only 12% of employees surveyed believe that their organizations do a great job with onboarding. By focusing on the human connection, creating a sense of belonging, and emphasizing company culture, you can use your onboarding process to promote high levels of engagement and retention.





ROADMAP
FOR
EMPLOYERS

ROADMAP
FOR
JOB SEEKERS

GEAR UP FOR A ROBUST JOB MARKET

2021

GEARING UP FOR A ROBUST JOB MARKET IN 2021

FPC
IT'S ALL ABOUT THE PEOPLE

By Jeff Herzog, President, FPC National

As we turn the page on 2020, employers and job seekers are entering the new year with a sense of renewed optimism and enthusiasm. Because of the pandemic, many companies had postponed their plans to expand their teams and fill in gaps in their workforces. Employees had also delayed their job searches, as opportunities diminished throughout the year.

Now that we are beginning to see the light at the end of this long, dark tunnel, there is widespread sentiment that it's time to get back to the business of career advancement and recruiting. Let's take a look at how employers and job seekers can gear up and prepare for an exciting and productive job market in 2021.

ROADMAP FOR EMPLOYERS

In 2021, companies across diverse industries will be presented with unprecedented opportunities to grow their workforces with high-caliber talent. Employees who delayed their job searches in 2020 are ready to hit the ground running this year and make a fresh start with new organizations. Companies that are prepared to capitalize on the fresh supply of top talent available in the new year will be able to enjoy a significant competitive advantage.

Here are three actions your company needs to take to prepare for the new year:

PLANNING:

Recruiting and workforce development do not happen in a vacuum. They must be closely tied to your organization's projected growth and long-term strategic plans. Take the time to perform an assessment of your existing workforce. Do you have the right people in place to bring you to the next level? Identify your gaps and create a recruiting plan to fill them.

ONBOARDING:

As we discussed in a previous article, an effective onboarding strategy is the key to achieving high productivity and long-term employee retention. There is little point in investing the time and money in recruiting top talent if you do not have the mechanisms in place to ensure success. Remember, employees stay with their companies when they feel valued, connected, and challenged. Set up the right processes to position your new hires on a path to realize their full potential.

PARTNERING:

As you are likely aware, hiring new employees takes a considerable amount of time, effort, and expertise. Many companies are not equipped to handle this function efficiently in-house. From creating job descriptions, navigating job boards, and sorting through resumes to interviewing candidates, conducting background checks, and negotiating job offers, the recruiting process is complex and cumbersome. Partnering with a top recruiting firm will help to ensure that you are doing it the right way. With more than 60 years of experience and a national footprint, FPC has the experience and network to help you reach your workforce objectives.

ROADMAP FOR JOB SEEKERS

Just as employers need to prepare for the 2021 job market, so do job seekers. If your plan is to simply set up a LinkedIn profile and wait for the offers to come in, you will be sorely disappointed. After surviving a lackluster hiring climate in 2020, companies are poised to bring on new talent. But the job market will be competitive. You will need to bring your “A-game” if you hope to stand out from the crowd. Here are three ways you can prepare for the upcoming job market:

UPDATING:

It may have been some time since you dusted off your resume and updated your LinkedIn profile. Take the time to prepare your resume and profile with a focus on value and achievements, rather than on your day-to-day responsibilities. Employers need to see your contributions and successes, not just your job descriptions. If you have questions, your recruiter can provide feedback to guide you in the right direction.



PRACTICING:

Walking in cold to an interview is never a good idea. Your chances of acing the interview increase significantly with practice and preparation. To prepare, you need to develop a complete understanding of the value you are bringing into a position. Think about your success stories that set you apart from the competition. What qualities do you have that will enable your next employer to solve their challenges and reach their goals? Armed with this information, you will be well positioned to make a powerful impression.

PARTNERING:

There is nothing more valuable to a job seeker than a recruiter who understands their industry. Working with the right recruiter can save job seekers a lot of frustration and shorten their searches by months. It's important to work with an agency that has a people-focused business model, so you don't feel like just another applicant. Our slogan, “It's all about the people,” shows that each of our recruiters in offices across the nation treats every job seeker as an individual and takes the time to understand their strengths and goals.

SEIZE THE DAY!

It's 2021. Are you ready to dive in and capitalize on the opportunities presented in the upcoming job market? Let us know how we can help!

FIND THE RIGHT PEOPLE

YOU KNOW WHAT HAPPENS WHEN YOU ASS-U-ME?

By Steve Margalit, FPC National

DON'T TAKE YOUR HIRING PROCESS FOR GRANTED

There are few things in life that give you the outcome you're looking for without directly investing your personal effort or guidance. The hiring process is no different. To generate successful results for your growing organization, precision planning and coordination are not optional, they are required. There are several moving parts and timelines that need to be managed, including the busy schedules of your own staff as well as that of the highly sought-after talent you're seeking. Throw in the additional challenges of the COVID-19 pandemic and the logistics of keeping your candidates engaged and moving through the process can be cumbersome. Beating your competition to the punch takes hands-on leadership, organization and sometimes even creativity to seal the deal. As you review and take stock of your current hiring process, here are a few measures you should be sure to focus on.

COMMUNICATE

Communication within the hiring process starts long before candidates are even being interviewed. From the very start, before the job description is even written, it's important to get input and buy-in from the team members who will be closely associated with the role and involved in the hiring process. Having everyone on the same page and delivering a consistent message gives the impression of a unified team and a company that has their act together to the job seeker. Nothing derails a process more than mixed messages from the hiring team during the interview process. Once candidates do start interviewing, engagement and feedback throughout each step of the process is critical. Candidates are often pulled in many directions and have competing opportunities they're considering. Companies who don't engage candidates properly are sure to turn them off.

COLLABORATE

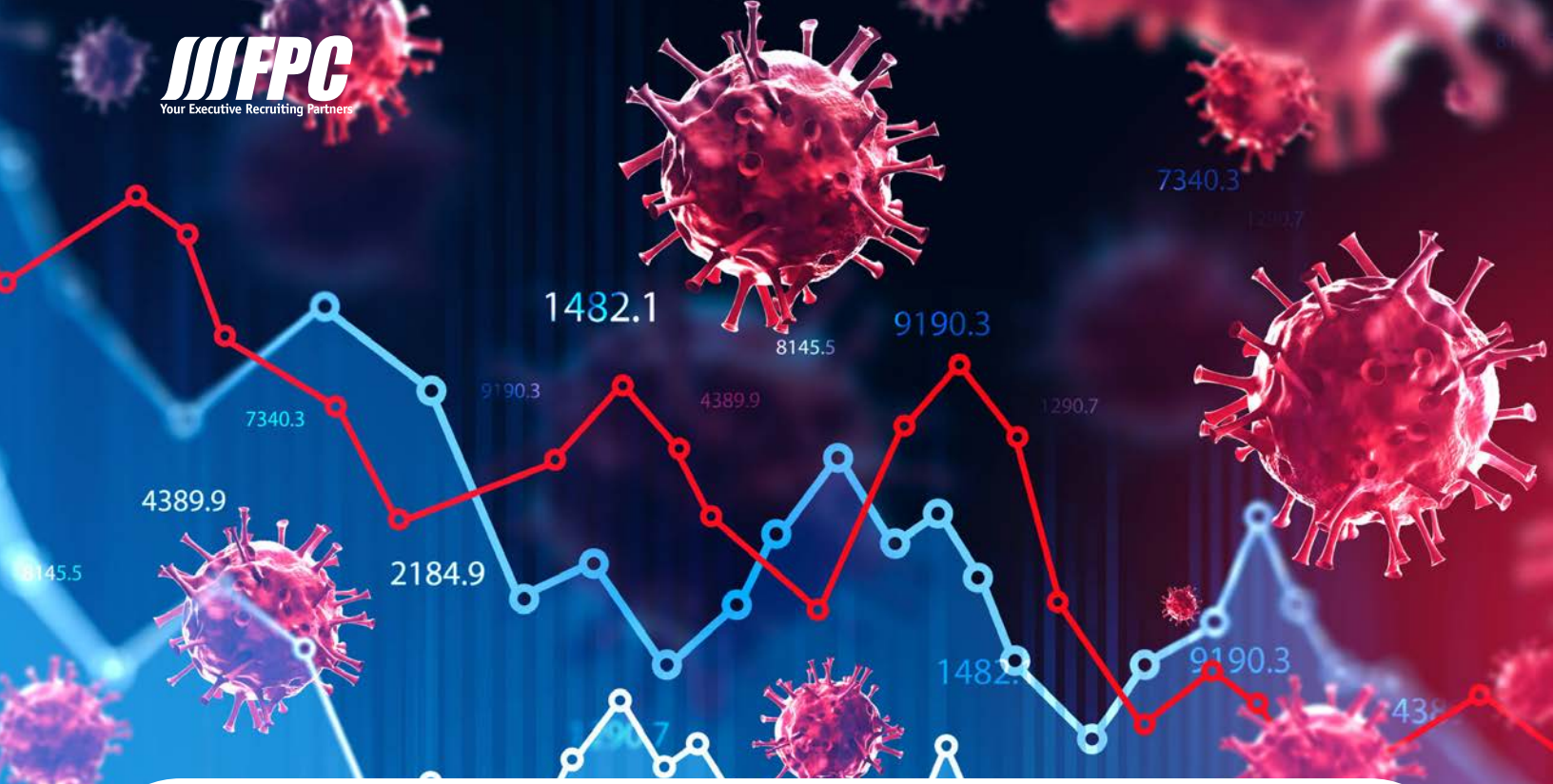
Hiring is NOT an individual sport. The most effective way to fill critical senior level roles within your company is to align yourself with an industry expert whose network is far-reaching. With unemployment levels coming back down to pre-pandemic levels, many of the best candidates are currently employed elsewhere. Partnering with an industry specialized Executive Recruiter who can leverage relationships and introduce your opportunity to passive candidates can be a game changer for the growth of your organization. To learn more about how collaborating with FPC can help your company grow, [click here](#).

CLOSE

You can't just expect top talent to join your team because you believe you're their best option. In order to successfully close the candidates of your choice, it's critical that you understand the marketplace. This means both knowing your competition and knowing the available pool of talent for which you're competing. Whether your organization is large or small, has a name brand or not, you need to "sell" the opportunity holistically. Start by understanding that every interaction with the job seeker is important. From the very beginning, the candidate is forming an opinion about your company and whether he/she wants to work there. Remember that interviewing is a two-way street - listen to the candidate, allow them to ask questions. If your interview process has multiple rounds, leverage your executive recruiter's relationship with the candidate to dictate the timing of subsequent interviews, and ultimately what it will take to seal the deal. The strongest candidates WILL get hired quickly by someone; be prepared to act immediately and competitively if you want your offer to be considered.

Hiring is one of the most important functions any company must perform. To execute at a high level, and land the talent of your choosing, you can't leave it to chance or take anything for granted. Develop a plan, utilize all resources at your disposal, have open lines of communication and be prepared to act quickly! For more information or to find an FPC recruiter, [click here](#).

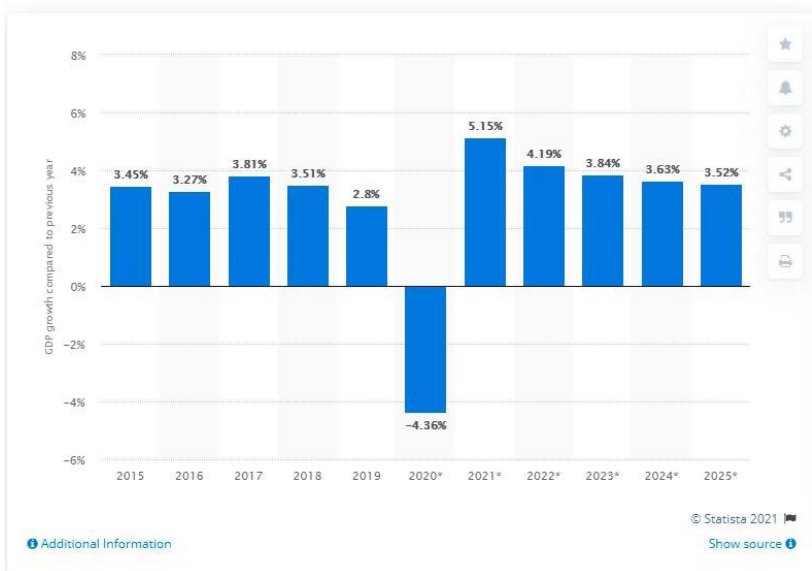




THE JOB MARKET IS REVVING UP, ARE YOU ASLEEP AT THE WHEEL?

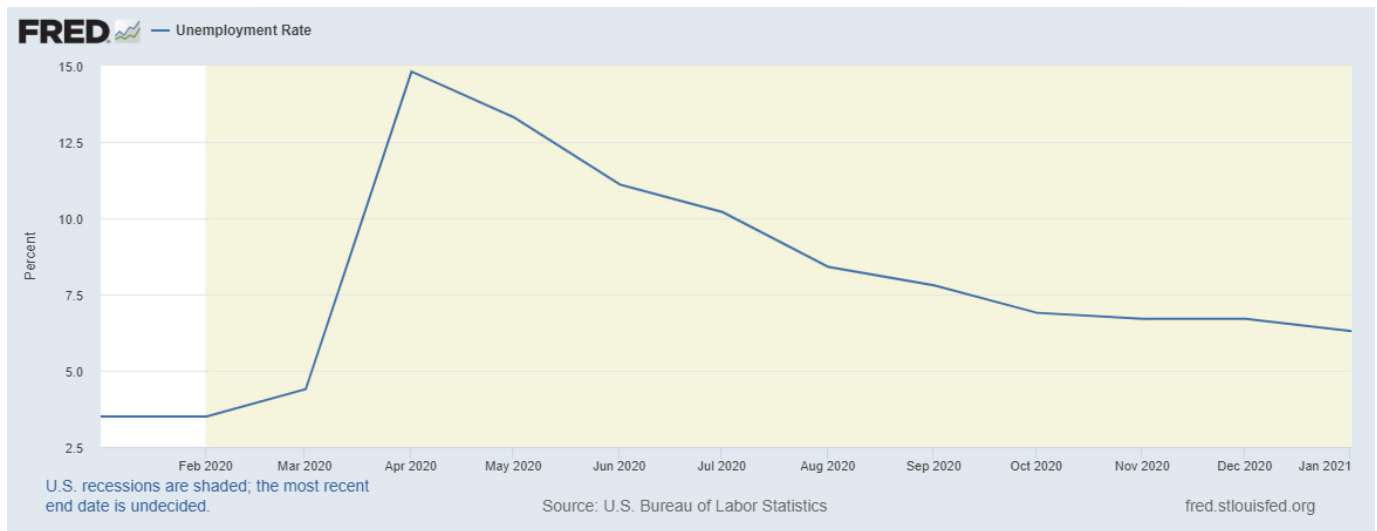
By Jeff Herzog and Steve Margalit, FPC National

Most economists agree, economic conditions will continue to rapidly improve throughout 2021. The global pandemic which was thrust upon us in early 2020 sent shockwaves through the stock market, the job market and almost every aspect of our daily lives. Because the setback was event driven and not an underlying economic meltdown, much like an overstretched rubber band, many aspects have snapped back in short order. After contracting by 4.36% in 2020, a direct result of the pandemic, the U.S. economy is expected to grow 5.15% in 2021 according to a recent Statista report. The unemployment rate, which peaked at 14.7% in April 2020, has dropped to just 6.3% in January 2021, and is expected to continue to decline through 2021.



These are all great signs whether you are searching for a new job or hiring to build your team. As the vaccine rollout continues to take effect on an increasing number of folks in our population, things will only improve. For those who plan on waiting on the sidelines for perfect conditions, this is your wake-up call...THE TIME IS NOW! Full employment is the key lever driving the economy forward and we are clearly trending towards that reality.

Across our FPC system of 65 offices, we are seeing tremendous upticks in open and active jobs, as well as increased interview activity across many sectors of the economy. Our average monthly job orders are up over 100% from the pandemic lows. On-site interviews are up 34% on average and 184% from the low point, and filled jobs are up 50% on average and 85% from the low point.



We asked recruiting industry veteran Mike Dubeck, the owner of FPC of Troy, what he’s hearing from his clients. He said, “our clients in manufacturing really pulled back on hiring in March through June of last year. Many were completely shut down. As their demand for product returned, so did their confidence to hire. In fact, by end of 2020, they were really at normal operating schedules. Some people have left the work force, but the needs remain – especially in manufacturing plants. January hiring has elevated further to highest levels we’ve EVER seen. For the rest of 2021, there is still some wariness to add costs, but fundamental talent is needed throughout supply chains to keep product flowing to end customers.” These are great signs validating our statistics of the broader market.

According to Sheryl Horowitz, owner of FPC of Marlboro, “this is definitely a job seeker’s market, which means a shortage of candidates for the companies looking to hire. In the executive search industry, that should be music to our ears since talent is our commodity and it’s all driven by supply and demand. Currently I’m finding we are more in demand than we have been over the past couple of years, which is a wonderful feeling after a much slower 2020. The major challenge is that it’s taking 3-4 times more calls and emails than it used to, in order to identify a good candidate who is looking to make a move. But they’re out there... we have to dig deeper into our networks and work smarter!”

If you are looking to find elusive top talent to build your team, or if you are in the market to find your next great opportunity, FPC can help. To find an FPC recruiter that specializes in your industry and discipline, **FIND YOUR RECRUITER HERE.**

THE IMPACT OF COVID-19 ON RECRUITMENT ACTIVITY LEVELS – PANEL DEBATE

The effect the COVID-19 pandemic has had on the labor market has been eye-opening – and has generated significant media coverage given the impact on unemployment. While it has been devastating for many industries where companies have had to lay off or furlough a significant portion of their workers, other sectors are still actively hiring and expanding their workforce.

One thing is certain, this is an unprecedented pandemic and how HR teams and hiring managers respond to this crisis will impact future business performance post COVID-19.



That's why we assembled a panel of senior HR, Finance and Operations experts from across Corporate America to get a better understanding of how recruitment activities have been impacted and the new challenges COVID-19 is presenting in the hiring market.

We asked our panel 5 key questions related to the impact of COVID-19 and will be serialising this session over the coming weeks. In this first video our panelists reveal that hiring has still been taking place even during the height of the pandemic. To find out more about the hiring hotspots and how recruitment has continued in these challenging conditions, [do watch the video now:](#)

Our thanks go to our expert panel members for their time and for sharing their insights so openly:

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Douglas Krieger – Director Global Sourcing – Herbalife

Julie Bank – SVP Human Resources – Brighton Health Plan Solutions

John Rorick – VP, Client Services – AgileOne

Steve Lagnado – CFO – Insider Inc

HOW HAS RECRUITMENT HELD UP DURING THE COVID-19 OUTBREAK?

This session certainly dispelled the myth that there’s been no hiring taking place since the pandemic broke. For many companies, recruitment has been continuing, if not as normal then at least at pace. Steve Lagnado, the CFO at Insider Inc., shared that his company had been active in the job market before the outbreak, but had to put a temporary hold on hiring when the pandemic struck – but not for long!

“We’re in the middle of what I would call an investment cycle. We’re hiring a lot. We started really, last year and entered this year with a ton of strength...we’ve grown meaningfully in the past six months. So when this hit, we immediately took stock of what was happening. We had just onboarded 20 people. We had another 20 people, literally in our queue, and we decided to just pause. We looked around and said OK, we just don’t know enough. There are so many unknowns about how long this is going to go on, and what’s going to happen. We didn’t have the ability to see what we’ve seen in the last eight weeks. So we can look back in hindsight and say it was a good decision. It was hard. It was hard to stop actually because we had made so much progress but we hit the brakes.”

Steve also explained that hiring activity is partly a function of whether or not each business has been financially impacted by the pandemic. For Insider Inc, increased readership volumes as people increased their digital news consumption helped to insulate his company from the financial impacts of the crisis and so meant they could continue to invest in new hires. This would be true for lots of pockets of the economy that are either insulated or directly benefiting from the changes that the pandemic has brought about.

WHAT ABOUT THE NEW CHALLENGES THAT COVID-19 IS PRESENTING FOR THE HIRING MARKET?

As social distancing, self-isolating and working from home have become the new norm, recruiting at this time certainly has its own challenges. One of our panelists Douglas Krieger, the Director of Global Sourcing at Herbalife, spoke directly about the challenges of hiring remote workers at this time and how it’s particularly the onboarding rather than the recruitment itself that poses the biggest challenge:

“I’ve hired people remotely before where I met them over a Webcast only, we virtually have shaken hands. That’s not the abnormal part. The really tough part, though, is when you start somebody and you’re bringing them into a completely virtual environment. So every introduction is virtual. There is no handshaking. There’s no let’s go to lunch or have somebody [a proxy] take them to lunch and just sit down and get to know the people. That’s the hard part.



We're going through some of that now... How do you make sure that when you bring them in they have a feeling of belonging? They have a feeling of absorbing that culture in an environment that's going to be a little more challenging, but can teach them that culture. I think that's the big thing and that's something that we've been doing pretty well."

This was a challenge that Steve Lagnado also echoed and he spoke about the difficulties they faced in trying to onboard new remote hires and integrate them into the company culture:

"We've been trying to figure out how to get people engaged and how to get them logistically onboard. But also how to get them integrated into the culture of the company without losing the excitement about starting the job."

For John Rorick, the VP of Client Services at AgileOne, the current hiring environment can best be described as manic and the challenge with "contactless hiring" is often with the legacy cultures in leadership that companies find they have:

"How many organizations out there culturally, at least throughout the entire organization, are comfortable with never physically meeting a person they are about to offer a job to?... You're going to hire an Executive Director and you won't have anything more than this type of connection with them?... Legacy leadership is going to have to get very comfortable with that idea, and I think that if you don't get comfortable with that idea you're going to look a little bit less than contemporary. It's going to hurt your employment brand."

HOW EYE-OPENING HAS THE PANDEMIC BEEN IN TERMS OF PEOPLE STRATEGIES?

Covid-19 has no doubt forced a lot of employers to look for alternative strategies to manage the workforce – and for those still hiring, to adjust their recruitment strategies to suit the new normal. Julie Bank, the SVP of Human Resources at Brighton Health Plan Solutions, shared how the pandemic has helped them discover a new pool of candidates; people that they might not have considered if the flexibility that remote work brings wasn't in play:

"These are remote times, and our leaders weren't ready, because they didn't think that they would be able to do it. And this just forced us to get there, really at lightning speed. What they're seeing now is, it could work. This could do it. What we've been able to do now going forward is really open up our candidate pool, I think there's so much value there."

Steve Lagnado made a similar point. Being able to have people work remotely has now enabled them to recruit candidates from outside New York City where the company is headquartered:

"It's given us this ability to go into markets we might not be in, find talent in talent pools that didn't exist for us beforehand, because we were so focused on putting people in our headquarters. Now we're basically kind of making this leap, we might never return to the way it was, and we're okay with having people work remotely."

There is, of course, the challenge of having roles that can't be filled by remote workers.



Nonetheless, the pandemic has provided the opportunity for companies to assess having a remote workforce:

“There are positions that have got to be there. But the fact that so many organizations are now living through virtual, has forced them to live it and see it. They are now being able to assess and see what works and what doesn’t. So I think that’s going to be so helpful for future recruitment, because I don’t think we would have had this opportunity.” Julie Bank added.

Jenn Ryan, the SVP of Operations at Xometry, also believes the landscape of recruitment has been changed by the COVID-19 outbreak and that these changes are likely to be sustained even after the pandemic:

“As we return, whatever recruitment looks like, there are preferences. But also the widespread success of remote work is going to change these discussions... I think there’s a real chance that as we embrace virtual or part virtual we’re going to have a much more diverse workforce. There are more folks who can participate when there’s more flexibility.”

However, none of this means the change will be easy. A lot of employers are going to need to come to terms with the fact that a considerable portion of their workforce will be remote workers going forwards. This can be difficult, especially for managers who are used to having a physical team in front of them. John Rorick advises arming managers with tools that will help them track productivity from a remote work management standpoint:

“There’s a skill gap that organizations have to lean in and provide for them (managers). Some people naturally have the ability for it, for others it is a muscle that they have got to develop. So to be fair to those who have always, maybe physically sat in a call center where they see their dashboard, where they can see their teams, and that’s how they’ve engaged their groups. We have to arm them with the skillsets or when we’re screening folks into our organization, we then have to look for that skillset... Because their teams will now be dispersed versus physically with them in the facility.”

Up Next?

This blog covers the first of five topics that our panelists were asked to address during our live Q&A session. In blogs and video recordings we’ll be sharing over the coming weeks we’ll similarly be addressing:

- How have your hiring plans changed in response to COVID-19?
- What skills do you anticipate being in greatest demand over the coming year?
- What impact is remote working and remote onboarding of new staff having on your business?
- How are you keeping current staff engaged, and how do you see integrating new, potentially remote employees into your team?



HOW HAVE HIRING PLANS AND STAFFING CHANGED IN RESPONSE TO COVID-19?



The COVID-19 pandemic has caused turmoil with our work environments these last weeks and has had a major impact on how companies are recruiting new talent. Employers and their HR teams have had to use more innovative methods to hire and onboard new recruits while also simultaneously providing support for their employees as they transition to remote work.

That's why we assembled a panel of senior HR, Finance and Operations experts from across Corporate America to get a better understanding of how recruitment activities have been impacted and the challenges COVID-19 is presenting when it comes to attracting, on-boarding and retaining talent.

We asked our panel 5 key questions related to the impact of COVID-19 and will be serializing this session over the coming weeks. In this second video our panelists reveal that hiring has still been taking place even during the height of the pandemic. To find out more about the hiring hotspots and how recruitment has continued in these challenging conditions, [do watch the video now](#):

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Steve Lagnado – CFO – Insider Inc

HOW HAS THE PANDEMIC AFFECTED YOU IN TERMS OF HIRING AND HOW HAS IT CHANGED THE FOCUS GOING FORWARD?

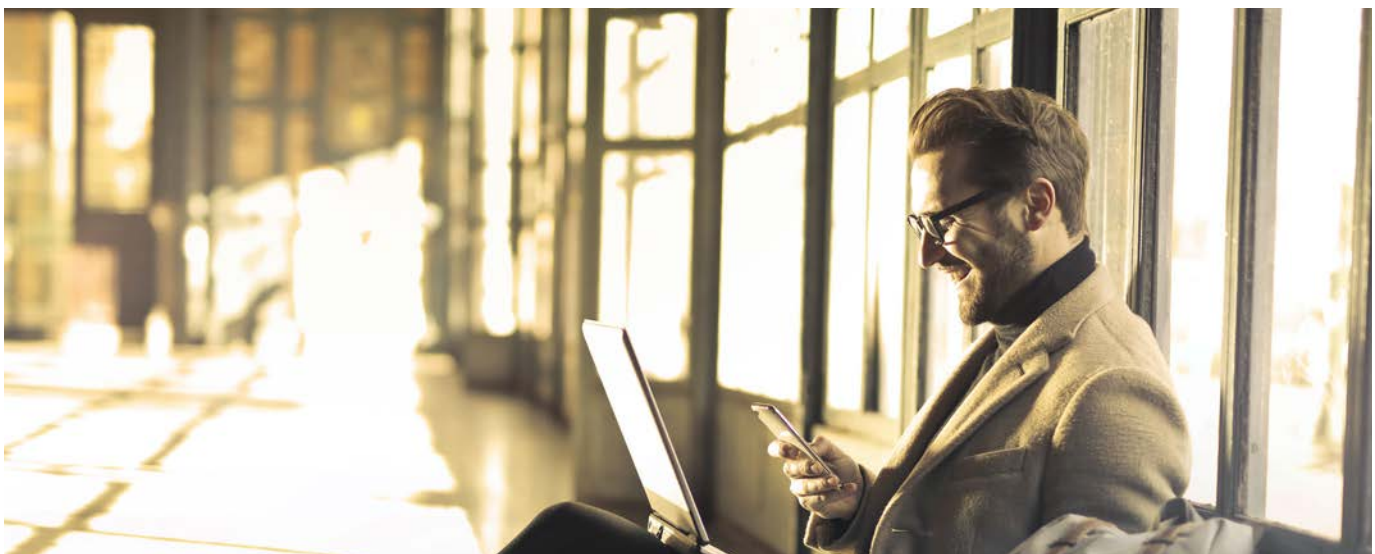
When the pandemic struck, the business operations of a lot of companies were thrown into disarray. The SVP Human Resources of Brighton Health Plan Solutions, Julie Bank, talked us through the challenging phase of shifting from office to remote work – something the business was unprepared for and found it had to implement within a remarkably small window of time. “It’s been such a whirlwind, but we were hit very early on... We made the call that we were going to close the office, a few hours later, we were instructed that we would need to close the office” Julie recalled.

“We had to deploy an office that was not set up for virtual work to be a virtual work environment. I’m talking about calls and claims staff with dual monitors, towers. This was not an organization that was ready to go virtual. But we got it done. Thanks to our superior IT team and a lot of – 48 hours of – really long nights where we were deploying machines to individuals, we got an office of 40 people working by Wednesday. We got the call on Saturday and by Wednesday, I had everyone phased in. By Wednesday, everyone was working remotely, so we got it together pretty quickly.”

In the midst of all the chaos, being forced to transition to work remotely in such a short period of time, Julie insists that working from home has been shown to have its own benefits. She explains that her company now has promising candidate pools in locations where they typically wouldn’t have recruited from. Despite having leaders who used to be fiercely against remote work, the realization that being remote would enable them to tap into people with competencies across the country is a change they are ready to accommodate going forward.

How is the pandemic affecting in-demand skills and the ability to make the perfect hire?

As companies gradually resume their hiring activities (for organizations who had put recruitment on hold because of the pandemic), there are clear signs that hiring managers and recruiters will be looking for different skill sets and looking to recruit from a much broader pool of candidates as location isn’t as key when you’re recruiting people to work virtually.



Jenn Ryan, the SVP Operations of Xometry explained how their recruiters are now more focused on candidates with skills that can be optimized for remote work. “We’re looking for people that are broader. We need people who can identify when you’re working remotely, you need to be able to identify a need and move toward it, even for an individual contributor. So I think we’re spending more time on how the person approaches work rather than looking at a boilerplate set of credentials. And we’re really doing more situational interviewing to look for that.”

Not only is the pandemic disrupting traditional recruitment strategies, from the interview to the on-boarding process, it is also going to change the very questions asked during interviews. Julie Bank projects that post COVID-19, more candidates are going to ask recruiters questions regarding how successful an organization was during the pandemic. People will want to work with companies they can trust to look after them before they consider joining your team – and the pandemic has really made this a focal point.

Are you an employer of choice? How do you treat your people? How are you planning on protecting people going forward in light of COVID? What did you do and how did you lead during this change? These are what we consider “the questions of the future” in the recruitment landscape and recruiters (as well as employers) should be able to confidently answer these questions because it’s going to tell a lot about you (the organization) and what you were able to accomplish in a very stressful time.

Following the pandemic, it is likely and expected that more companies will have a contingency plan in place that will help them prepare and better ready themselves to handle the effects of a pandemic like this and other unforeseen circumstances in the future. Julie Bank did admit that while her company had contingency plans, they didn’t have one to cover a pandemic of this scale. “We have a task force. We had it. But, we did not have it for a pandemic that was going to wipe out every single office that we had – and that was the gap. We weren’t prepared for this; that in a minute, every office was down.”

CONCLUSION

The pandemic still needs to fully play out and it’ll probably be years before we fully understand all the ways in which it’s impacted our workplaces and the jobs market. But one thing is certain, this pandemic is going to change employee and employer behavior – together with their respective priorities – and in all likelihood there will be some very interesting changes in the world of work that come about as a result of this.

If you missed Part I of this panel discussion, [click here](#).





SKILLS

WHAT SKILLS WILL RECRUITERS BE LOOKING FOR POST COVID-19?

By Steve Margalit, FPC National

In years to come, we may well view the COVID-19 outbreak as the moment when the culture of work fundamentally changed. The COVID-19 pandemic has already had an enormous impact on the world of work and now the question everybody in the corporate world is asking is “what will the ‘new normal’ look like?”

That’s why we assembled a panel of senior HR, Finance and Operations experts from across Corporate America – to get a better understanding of how workplace trends and recruitment activities have been impacted and the new challenges COVID-19 is presenting us with.

To find out more about the skillsets most likely to be in demand post-COVID-19, [do watch the video now](#):

Our thanks go to our expert panel members for their time and for sharing their insights so openly:

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Douglas Krieger – Director Global Sourcing – Herbalife

Julie Bank – SVP Human Resources – Brighton Health Plan Solutions

John Rorick – VP, Client Services – AgileOne

Steve Lagnado – CFO – Insider Inc

WHAT SKILLS CAN WE EXPECT TO BE IN-DEMAND?

For professionals in the recruitment industry, the ‘new normal’ means preparing to hunt down new skills that facilitate working in digital and remote workplaces as organizations strive to maintain operations in the face of the health crises. We asked our panelists to share their opinions on what they believe will be the most in demand skills over the coming year. They highlighted the following:

LEADERSHIP

Leadership skills have always been important in the growth and success of an organization, but going forward, it is anticipated that they will become much more of a core requirement that recruiters will be looking out for across a wider range of openings. It’s essential to understand that leadership is not just a skill for managers and team leaders.

Jenn Ryan, who serves as the SVP Operations of Xometry, emphasized how necessary it will be for professionals to hone their leadership skills if they want to excel in a post COVID-19 world.

“I’m looking for people who want to lead, not manage. We’re much more going to be outcome focused, than process management focused... In this remote environment I’m going to be looking at your outcomes.” She continued “You’re going to tell the story over and over that you’re going to confront fear. You’re going to talk about change and you’re really going to have to paint a vision.”

Opportunities to lead are more prevalent in the current remote work model as employees no longer have the in-person mentorship they might have been used to. Workers that know how to bring out the best in people, inspire teams as well as encourage collaboration, will be in demand.

EMOTIONAL INTELLIGENCE

The ability to identify, understand and manage one’s emotions and to handle other people’s emotions with empathy is the basis of emotional intelligence. At challenging times like these, as we grapple with the reality of the pandemic, people might feel uncertain about their job and the future of their business. Now, more than ever, it is pertinent to understand that that everyone deals with situations differently. Emotional intelligence has always been a sought-after skill and it’s going to be even more so in the future.

The SVP Operations of Xometry, Jenn Ryan, also gave us her opinion as to why having empathetic and emotionally intelligent leaders will be vital to companies in the new working world.

“One of the things that can be such an Achilles heel especially in leadership is [that] sometimes we want to tell people how they feel or we want to wrap it up. Each person has had a unique experience – our partners, our suppliers, our clients and our associates. People have had different experiences and [going forward] we’re going to really want to listen. I’m going to be looking for leaders that are able to listen with empathy.”

That said, the adjustment is as difficult for workers as it is for employers which is why it is necessary that the people in leadership positions are empathetic towards the plight of those in their team who may be struggling to adjust.



The pandemic took everyone by surprise, forcing workers to adjust to a new culture of work within a short period of time. This is a delicate time for employers and employees alike and recruiters will be on the look out for leaders who can find a balance between empathy and proactivity, without being too aggressive. Leaders who can find that all important balance will be in high demand.

DATA LITERACY

Data is an important asset for every organization. With the right data, companies are better equipped to forecast the impact of future business trends and shifting customer needs and are better able to respond quickly and appropriately to evolving circumstances.

Nonetheless, data is useless to a company unless it has data scientists who can accurately understand and analyze the data to use it for strategic decision making. In the post coronavirus world, individuals who are data literate we can expect to be in demand more than ever before.

Ryan expects data scientists who can handle supply chain analysis to be in particularly high demand. She highlighted the kinds of challenges and questions that business leaders will face: “Where is everything I depend on coming from? How do you come up with supply chain equations around sensitivity? Risk modelling analysis and mitigation? We’re going to all need personnel who understand how to assess and score and mitigate risk.”

CYBERSECURITY

The pandemic has forced many organizations to make the shift to a remote workforce – and it seems increasingly likely that many will never go back to the way they were before, meaning remote working will become far more prevalent. However, the thing with having a virtual workforce is that a considerable number of employees are likely to use their personal devices for work purposes. This means they may be accessing sensitive applications from home especially with businesses moving their data into the cloud. It goes without saying that this increases the threat levels to sensitive data and leaves company infrastructure at increased risk of a security breach.

In light of this, Julie Bank, the SVP Human Resources of Brighton Health Plan Solutions anticipates that there will be greater demand for cybersecurity talent to ensure tight security controls are put in place to protect network devices and remote-operating models.

“Information security [will be vital] as we deploy a virtual workforce. You need to be set up to do that actively. People are going to rethink what they’re doing to protect their data and their information. If you’re moving to virtual, and I think organizations are going to stay that way at least a larger subset than they were before.”



ADAPTABILITY AND FLEXIBILITY

The world of work constantly evolves and skills considered to be essential today may quickly become obsolete. The pandemic, in many ways, has accelerated this process. To remain valuable during the coronavirus recovery phase and beyond, workers will need to learn to be flexible and adaptable.

Steve Lagnado, the CFO of Insider Inc. explained that flexibility is a quality their recruiting team is looking out for in all potential hires. “We look for people who are flexible, people who could do more than one thing, whatever it might be.”

He went on to explain how some employees may have problems adapting to swift changes in work culture, especially as seen with the new norm that is remote work – where many workers are struggling to be productive while working from home. In this case, Lagnado suggests that companies organize training programs to help their employees refresh their skills and remain valuable in the evolving job market.

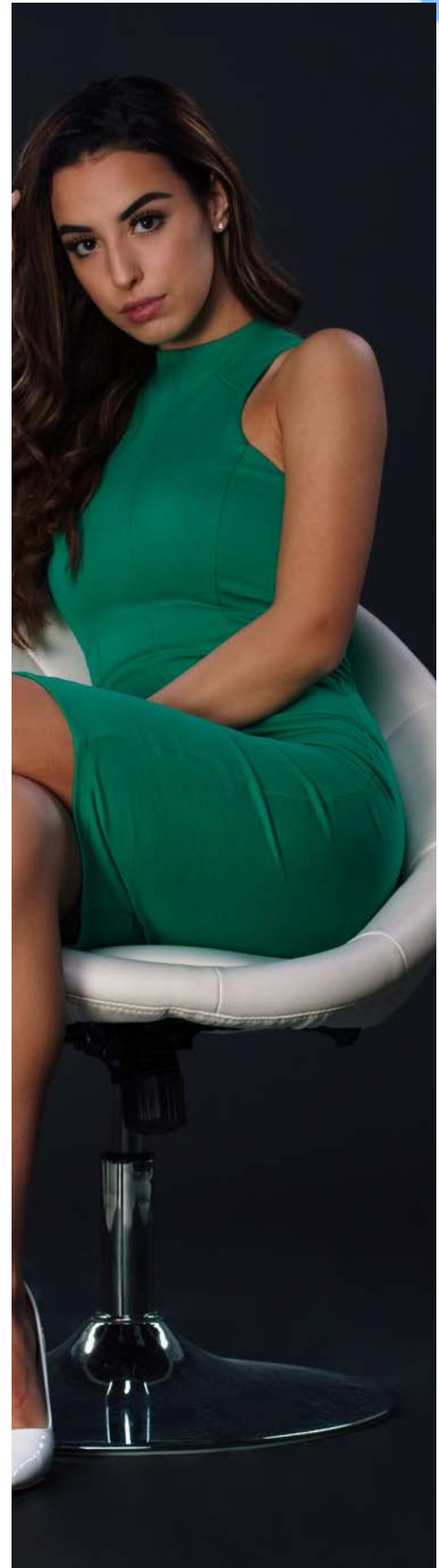
“We’ve re-upped our training budget to address the fact that we have all these young managers trying to navigate this remote environment and they’re just not equipped to do it. We’re trying to give them the tools. It could just be having frequent webinars, it could be hiring specific one on one training for people. We’re kind of recreating a lot of that in real-time, because that’s what our people need.”

Like Lagnado, Julie Bank of Brighton Health Plan Solutions believes that organizations can help their employees stay adaptable and flexible by training and equipping them with the knowledge they need to be successful.

In all, individuals who regularly update their skills and are able to transfer their competencies from one project to another will be most valuable to companies in a post-coronavirus world.

FINAL WORD

The probability that things will go back to exactly how they used to be after the COVID-19 pandemic is under control seems low. Our workplaces are likely to change, and with that, so too will the skills recruiters will be looking out for. If you are yet to review the core skills that your business needs to thrive, then perhaps now is the time to do so. Reach out to us for a confidential discussion if that would be helpful to you in the current climate and we’d be happy to help.



REMOTE WORKING CHALLENGES: HOW TO KEEP CURRENT STAFF ENGAGED AND INTEGRATE NEW REMOTE EMPLOYEES INTO YOUR TEAM?

By Jeff Herzog, President, FPC National

INTRODUCTION

In the midst of the COVID-19 pandemic, more companies than ever before are allowing their employees to work from home in compliance with government directives to help flatten the curve and protect the vulnerable.

However, as more employers encourage people to work from home, they're quickly finding out that while there are many positives that come with remote work, like saving time and money on commutes and encouraging better work-life balance, it is not without its fair share of challenges. Because they're not in the office with their team, remote workers often feel less engaged and connected to their company, which can hurt collaboration, productivity and performance.



Just recently we assembled a panel of senior HR, Finance and Operations experts from across Corporate America to get a better understanding of the new challenges COVID-19 is presenting in the employment market.

We asked our panel 5 key questions related to the impact of COVID-19 and in this final video our panelists reveal some of the things their companies have been doing to keep employees engaged and help new team members to integrate in this new remote working environment.

Our thanks go to our expert panel members for their time and for sharing their insights so openly:

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Julie Bank – SVP Human Resources – Brighton Health Plan Solutions

John Rorick – VP, Client Services – AgileOne

Steve Lagnado – CFO – Insider Inc

Overall, here are some of the key messages that have been emerging from our early experiences of moving to a remote working world:

- **KEEP PEOPLE UPDATED**

As with all things in business and relationships, transparent and consistent communication is key when it comes to managing a fully remote team. Regular communication is vital for establishing and maintaining engagement with any employee, especially one who works remotely. By keeping your employees informed and in the loop at all times, you're sending a message not only that they're part of a larger organization, but also that the organization has a vested interest in the relationship.

However, keeping in touch with remote employees can be challenging. That's why it's important that employers put in extra effort, add more opportunities – and are intentional about making communication with off-site workers a policy initiative. You'll want to ensure that you have multiple ways to reach employees. Scheduling regular calls and videos, setting up communication and collaboration tools like Zoom, Slack, Trello and Google Hangouts, and conducting periodic virtual one on one or all-company meetings are some of the ways employers and team leaders can communicate with remote workers to help everyone stay on the same page.

“First and foremost it's about communication. Now more than ever. Communication has always been a big thing. Are you transparent as a leader? Are you able to get people the right information when they need it? And with so much unknown, everyone's looking around saying, well who am I going to get my answers from?” says Douglas Krieger, Director of Global Sourcing at Herbalife. “I think that's the most important thing, one of the things that we've done. And the reason for that is we work and we work hard and we got a lot of really good stuff done. We've taken time throughout this entire process to just connect with each other as people, and I think that's been

to me the enlightening thing of saying we have to find that time.”

- **LET WORKERS CONTROL THEIR SCHEDULES**

Many workers might not enjoy the freedom and autonomy afforded them by remote work if their employers still require them to work regular office hours. If your company is letting people work remotely, then you will find that you can make your remote workers happier and more productive if you allow them to set their own schedules.

It's imperative to understand that there is likely to be a vast difference between the working environment at your employees' homes and the company's office. While the office is more controlled, at home there may be more distractions which may disrupt the flow of work and cause them to take more frequent breaks for example.

Douglas Krieger, Director Global Sourcing of Herbalife offers this advice on keeping your remote employees engaged. “We're all working outside of normal hours. Some are starting later, some are ending later. Some are just working throughout. It's a hodgepodge of what's going on. So, it's OK to have that time to eat, it's OK to have those times to exercise... How are we making the teams feel important? Part of it is saying, look, if you need an hour to go work out, take it. We're asking them to take it. We're requiring them to take it almost because it's important, not just for them and their physical health but for their mental well being as well.”

You can make exceptions for this when it comes to deadlines and teleconferences. All the same, you won't maximize your employees' well-being from working remotely if you still require them to clock in every day or be closely monitored. In short, giving people more control over their time and more leeway to perform in their role will result in happier and more engaged workers.

- **CREATE BONDING OPPORTUNITIES FOR EMPLOYEES**

It's easy for remote employees to feel isolated from the larger group which is why your management efforts should be directed towards keeping staff connected, happy and satisfied. One way to do this is to make sure team members have a chance to talk together in various online channels, like instant messaging and video conferencing tools. Not only do team-building activities foster healthy work relationships and higher productivity, they can also be beneficial to employee retention and overall employee satisfaction. When the whole team is working, a voice or video conferencing call can go a long way to encourage group collaboration.

As a manager, you can plan out occasional fun virtual hangouts or get-togethers to make sure all workers feel included and a part of the organization's culture. Conversations surrounding work can be stressful and tense, which is why these sessions should be focused on non-work-related chats to keep employees engaged and excited to be part of the team. Your virtual hangouts can include open Q&A sessions, team "meet and greets", as well as spontaneous one-on-one coffee chats.



“We’ve done sessions where it’s just, we take an hour and we put the entire team on a meeting and we have everybody talk about a fun factor or two about themselves.” says Douglas Krieger, the Director of Global Sourcing at Herbalife, while talking about some of the fun activities his team did as a part of their team bonding sessions. “Doing those things just created a real big togetherness within the team. That was not about doing work. We weren’t discussing the latest spreadsheet. We weren’t discussing the latest strategy. We’re doing plenty of those things, but that to me, has been one of the key things just in keeping close.”



- **RECOGNIZE AND APPRECIATE REMOTE EMPLOYEES**

It has been proven that remote workers can be just as productive – and in some cases even more productive – than office based employees. However, they don’t always receive recognition for that work. Recognition and appreciation for the work your remote employees do is one of the most direct ways of showing that you care about them.

Make it a point to recognize remote workers for the contributions they make to your organization. Even the simplest show of appreciation, be it an individualized gift or a team call to recognize their efforts can have a tremendous impact. When you celebrate your employees, they feel valued and cared about. When you recognize and appreciate your remote workers for their efforts, you make other members of the organization aware of the valuable contributions of those employees and also empower the rest of the team to do the same.



- **ESTABLISH AND BUILD TRUST**

Trust needs to be woven into your company culture so that you can always be there for your entire team, no matter where they are. One of the ways managers can build trust amongst their remote team members is in being transparent with them.

“I think that it’s OK to say we don’t know and we don’t have all the answers. We literally had that on a slide at our last town hall because they need to know and trust that we’re giving them the information that we have and we don’t know it all... We don’t have all the answers, but we’re going to figure it out. We’re going to keep you safe and we’re going to do right by you. I think that’s important.” Says Julie Bank, the Senior VP Human Resources at Brighton Health Plan Solutions.

In essence, the last thing you want is for your employees to feel like you don’t have their best interests at heart or that they can’t trust the organization to take care of them. These are challenging times and more than ever, it is important that employers create a working environment that fosters trust between them and their remote workers. Be transparent with your employees, make it clear that you are available for one-on-one meetings, and really listen and take action when an employee confides in you.

CONCLUSION

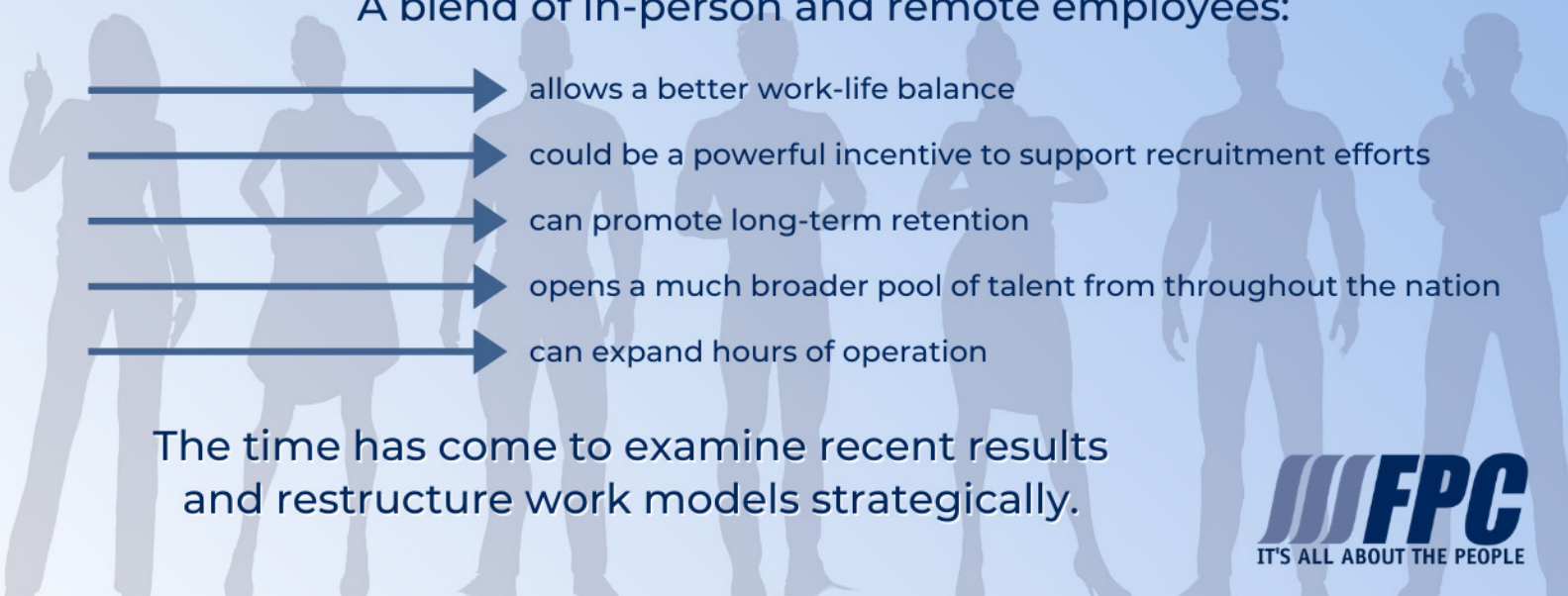
If your team is working remotely, highly probable over the coming months, you should ensure you’re doing everything possible to make your team members feel engaged, valued and connected. When your remote employees feel disconnected, it can be difficult to keep them engaged and maintain a strong company culture. Collaboration, morale, and productivity can all take a hit. When duly implemented, the tips outlined above can help you motivate your remote employees to achieve a higher level of engagement. We hope you find them helpful.

IMAGINING A POST-PANDEMIC WORKFORCE

By Steve Margalit, FPC National

CREATING A STRATEGIC HYBRID WORKFORCE *Post-Pandemic*

A blend of in-person and remote employees:

- 
- allows a better work-life balance
 - could be a powerful incentive to support recruitment efforts
 - can promote long-term retention
 - opens a much broader pool of talent from throughout the nation
 - can expand hours of operation

The time has come to examine recent results and restructure work models strategically.

HOW THE HYBRID WORK MODEL CAN BE USED TO ATTRACT AND RETAIN TOP TALENT

When the pandemic first struck and shutdown orders spread throughout the nation, many companies were thrust into uncharted territory. They scrambled to realign their operations so they could survive during a prolonged business interruption. For months, remote working was the norm, and was then replaced by a hybrid model. Many companies adjusted to new workforce paradigms, but they did so haphazardly, not strategically.

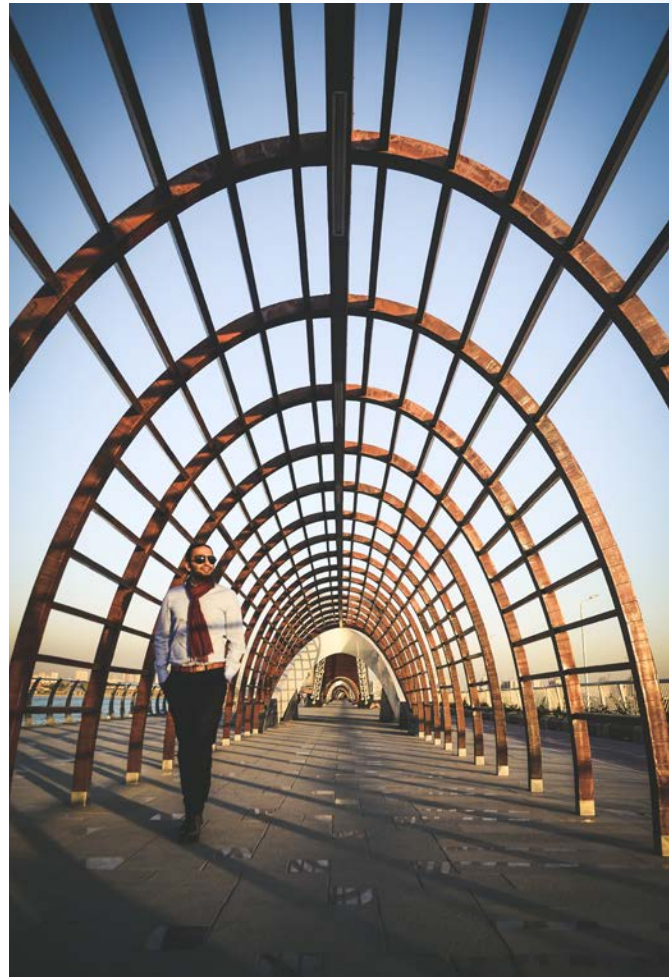
Now that companies are beginning to plan to for a post-pandemic future, they have the opportunity to reimagine their workforces, drawing from lessons learned during the past year. Leaders can now strategically deploy a hybrid model to optimize talent acquisition, retention, and employee engagement.

Here are three ways that companies can strengthen their workforces through the hybrid model:

IDENTIFY ROLES

How do you determine who works from home and who reports to the office? Begin by assessing which roles are critical to the day-to-day operation of your company. While each organization is different, these essential roles typically include positions that lead teams, coordinate essential functions, or serve as a central point of contact for cross-functional projects and functions. The in-office team ideally will be agile and able to respond to opportunities, challenges, and time-sensitive operations. For these positions, your company must draw from a local pool of talent to report to a specific location.

But for other roles, reporting to a central office may not be necessary to achieve the objectives of the position. In fact, there are significant benefits to building a remote team as a segment of your workforce. In addition to reducing facility costs, you can broaden your capabilities and provide greater coverage. Companies on the coasts can expand their hours of operation by hiring representatives in different time zones using a “follow-the-sun” approach.



Additionally, by not limiting your search to local candidates, you can tap into a much broader pool of talent from throughout the nation. Expanding your search from one state to 50 provides your company with access to the top superstars in the country. You are also more likely to find a perfect match for niche, your business model, and your company culture.

Working with a recruiting agency with a national presence will help you to identify the perfect candidates for your workforce. With more than 60 offices nationwide and hundreds of experienced recruiters, FPC National has helped thousands of companies recruit ideal candidates for a wide range of roles. Through “FPC’s Exchange” program, we are able to leverage our extensive network and choose from top performers in major markets across the country.

IDENTIFY PEOPLE

Not all employees thrive in similar environments. Some are task-driven and respond well to rigid schedules, processes, and routines; others perform better when they design their own schedules and are given the freedom and flexibility to complete their assignments on their own. Here are questions you can ask to determine which team members are better suited for in-person, hybrid, or remote work:

- **TIME MANAGEMENT:**

Can the employee independently complete assignments on time, without support, and with a high degree of quality? Certain employees perform better in a supervised, controlled environment.

- **DECISION-MAKING:**

Is the employee capable of making informed, effective decisions on their own? Or do they need continuous guidance from a manager? Decisive individuals are more likely to succeed independently without the necessity of reporting to a specific location.

- **GOAL-DRIVEN:**

Does the team member take responsibility for outcomes? Or do they perform more effectively when assigned a series of specific activities? Results-focused employees tend to be more self-motivated and capable of functioning productively on their own.

Answering these questions will help you make a workforce roadmap to build your hybrid team. When adding new team members, your recruiter can identify the candidates who best suit your company's work-style preferences.

IDENTIFY BALANCE

As business returns to normal, many companies will be utilizing a model that features a blend of in-person and remote working. Now that employees have had a taste of a home-based routine, a significant portion of your workforce will request a sensible combination. Most employees have demonstrated the ability to manage their workloads without having to report to the office every day. This gives them a better work-life balance and can be a powerful incentive to support recruitment efforts and promote long-term retention.

At FPC, we believe there is tremendous value in an on-site, in-person workforce wherever possible. It particularly maximizes results in collaboration, camaraderie, motivation and training. The past year has forced us to challenge traditional models and test the remote working waters. The time has come to examine recent results and restructure work models strategically.



FPC

EXECUTIVE SUITE

Career Advice for Both Sides
of the Desk

Issue 2

