

NATIONAL ASSOCIATION OF PERSONNEL SERVICES

Independent Study Course Number 26

This independent study course is offered to certificate holders and members of the National Association of Personnel Services (NAPS). By completing this course, individuals can earn Continuing Education Units (CEUs) that can be applied toward the maintenance requirement that NAPS has instituted for individuals receiving the Certified Personnel Consultant (CPC) and Certified Temporary – Staffing Specialist (CTS) designations after January 1, 1995. All individuals will be required to complete the examination section of this independent study course to receive credit. Those achieving a passing score on the CEUs can be earned by completing the special assignment outlined on the last page of the course. Refer to the registration instructions on the last page of this study course for additional instructions.

BUT CAN YOU DELIVER?

By Terry Petra, CPC, CIPC

In the press to take advantage of high demand market conditions, a growing number of staffing firms find themselves over-selling and under-delivering. Consequently, clients are receiving inconsistent results and the quality of service standards for our industry is falling. In response, prospects as well as clients are increasingly asking, “But can you deliver?”

You must carefully consider your response to this question. Companies are frustrated by sophisticated sales presentations that have little relevance to the actual delivery of services. With minor modification, they have already heard most of these presentations from your competitors. Therefore, you must ask yourself, “Can we deliver every time, on time, without exception?”

If you consider utilizing the following criteria for doing business with your clients, the answer can be “yes.”

1. Measure the client’s sense of urgency about receiving the staffing solutions you can provide. This is the most important criteria because typically, the higher the client’s sense of urgency, the higher their level of cooperation and flexibility.
2. Measure the value the client places on the staffing solutions that can be provided by your firm. This has a direct impact on your fees and/or bill rates. The cost of your service is always linked in the client’s mind to his estimation of the value received (whether perceived or real).
3. Determine whether or not you will be working with the client’s key decision-makers and measure those decision-makers; attitudes about receiving your services. While a positive attitude on the part of the decision-maker can go a long way toward insuring positive results, correspondingly, a bad attitude may compromise the outcome.

4. Measure the nature and scope of the process that will be followed in providing your services, including the level of competition, both internal and external. Commitment from all parties to following an appropriate process can help insure a positive outcome that exceeds expectations.

Regardless of the economic conditions, the ultimate competitive quality differentiation should be your process for service delivery. This quality differentiation can be achieved through the proper implementation of the following steps:

- A. Understand that the real value of your service is not the providing of qualified employees and temporaries. It is in whether or not these employees and temporaries will have a positive impact on the performance capacity of the client's organization.
- B. Only work with clients who meet your firm's realistic criteria for accepting business. Your criteria for accepting business can be your unique selling position.
- C. In addition to what is normally covered, when taking orders/assignments, concentrate on gaining a clear outstanding of the performance outcomes the client is seeking (standards of measurement and how they will be communicated), the structure in which the employee will perform (management operating style, peer interface, as well as access to both internal and external resources), and the job related skills and experience required in order to perform at or above the identified standards.
- D. Gain commitments from your client to work within the parameters of an adaptive and interactive process for delivering the agreed-upon services. This includes recognizing you as an essential participant in the process from beginning to end. Remember that identifying talent is just the first step. The process is not complete until that talent makes a positive and measurable impact on the performance capacity of your client's organization . Your process must reflect this reality.
- E. Execute a program that results in the recruitment of the required employees. Remember, there is no shortage of qualified employees; it just so happens that most of them are currently employed. Whether for direct hire or for temporary positions, in order to achieve consistent results your staff must be trained in the proactive techniques for identifying, approaching, and attracting those individuals who are not actively seeking a new employment opportunity.
- F. Properly evaluate those who have been recruited against the agreed upon selection criteria. This must include not only the evaluation and verification of the appropriate skills, experience, and motivations, but also the match between the functional preference of the potential employee and the management/operating style of the client.
- G. Give a full commitment and follow-through to the agreed upon process until the client's needs are met to their satisfaction. This area presents the greatest opportunity for quality differentiation. However, this can only be accomplished if you have successfully completed the steps listed previously.

If you wish to increase both your client and market share, you must have the wherewithal, willingness, and courage to raise your performance standards. Do not let the “pacman” mentality of our industry define your bottom line potential. Carefully focus your resources only on those opportunities that meet your established criteria for doing business; gain agreement from each client to work within an adaptive and interactive process; and then and only then, give a full commitment to achieving results that meet or exceed your client’s expectations. By operating in this manner, when the question is asked, “but can you deliver?” you can stand tall, look them straight in the eye, and without hesitation, say, “absolutely, and let me tell you why.”

Meeting Your CEU Requirements

Certificate holders can meet their maintenance requirement through a combination of any of the following education experiences:

National Conference

Registrants to the annual NAPS conference may earn continuing education units (CEUs) for their participation in the major presentations, concurrent sessions, and roundtable professional programs. Full participation in the conference could result in between 14 and 16 contact hours or 1.4 and 1.6 CEUs. A CEU application and log are placed in the registration packet of each attendee.

NAPS Independent Study Courses

Most issues of the *Inside* NAPS newsletter contain an independent study course written by a knowledgeable professional from the staffing industry or a related field. Each course allows the user to study a specific topic related to their work in the personnel services industry and complete a short examination or professional exercise to obtain CEU credit. Individuals wishing to use this means of acquiring CEUs can contact the NAPS national office to obtain back issues of the independent study courses.

State Association Conferences and Workshops

NAPS has given the authority to each state association to award continuing education units for conferences, meetings, and workshops. These associations must follow NAPS guidelines in making such CEU awards. CPCs and CTSs participating in these programs can apply the CEUs toward certificate maintenance. Contact your state association or conference leadership to learn more about these valuable continuing education opportunities.

Independent Trainers and Training Organizations

NAPS is prepared to review the workshops, seminars, and professional development programs of independent trainers, consultants, and training organizations and approve these experiences for CPC and CTS participation. If these activities meet NAPS standards, the trainer or training organization will be designated an "approved NAPS continuing education provider" and be permitted to award CEUs that can be applied toward certification maintenance. *Please note that the training provider, not NAPS, is responsible for issuing a certificate or letter indicating the number of CEUs being awarded.* A list of approved continuing education providers will be presented in the *Inside* NAPS newsletter and updated from time to time.

Professional Book/Audiotape Review

NAPS has established a program whereby individuals can obtain CEUs for reading relevant professional materials and listening to NAPS national conference audiotapes and then submitting a written response to a series of discussion questions. Additional CEUs will be awarded to groups who meet and discuss the content and implications of their book/audiotape reviews. A listing of national conference tapes and approved books, along with guidelines for completing the CEU assignment, can be acquired from the NAPS national office.

Other Programs of Study

CPC and CTS holders engaged in college and university study may seek to have their educational experiences approved by NAPS. Each of these situations will be considered on a case-by-case basis and pre-approval is recommended. Applicants should submit a course/workshop description, agenda, program information (including the number of contact hours) to Dr. Frank Burnett, NAPS Certification and Education Consultant, at the NAPS national office.

The continuing education requirements for individuals receiving their CPC or CTS designation after January 1, 1995 can be met through any or a combination of the activities outlined above. IT is important for all individuals to keep complete and accurate records of their experiences. *Certificants are encouraged to keep a running log of their CEU experiences, along with letters and certificates, in the NAPS continuing education portfolio that is provided. Do not send individual certificates or letters to NAPS. This will fully prepare you to respond to the NAPS call for continuing education activities when it is issued at the end of each three-year interval following certifications.* Enclosed with this independent study course you will find a complete brochure with some of the most commonly asked questions about CEUs and their answers

Continuing Education Unit (CEU) Registration

Complete the registration information below and forward this page, containing the independent study examination and your answers, plus payment to: NAPS, 3133 Mount Vernon Avenue, Alexandria, VA 22305. The processing fee for the continuing education units for each NAPS independent study course is \$10 for members and \$20 for non-members. Feel free to reproduce the registration and examination page to allow additional individuals to apply for CEUs.

Name: _____ Phone: () _____

Firm Name: _____

Address: _____

City: _____

State: _____

Zip: _____

Current NAPS member \$10

Non-member \$20

EXAMINATION QUESTIONS

Multiple-choice and true/false questions. Circle the response you believe to be correct.
Be certain to answer all of the questions.

1. The most important criteria a staffing firm can understand about its client and the business relationship they develop together is:
 - a. sense of urgency
 - b. openness to innovative solutions
 - c. expected timelines for referrals
 - d. all of the above

2. According to Petra, which of the following client decision maker attributes will contribute significantly to building a positive relationship?
 - a. business philosophy
 - b. attitude
 - c. style
 - d. none of the above

3. When accepting orders/assignments, staffing firms should concentrate on:
 - a. gaining a better understanding of the performance outcomes the client is seeking
 - b. the structure in which the employee will perform
 - c. the job-related skills and experience required in order to perform at or above the identified standards
 - d. all of the above

4. A staffing firm exerts "proactive" techniques when it attracts:
 - a. qualified individuals
 - b. qualified individuals who are not actively seeking a new employment opportunity
 - c. an array of qualified individuals
 - d. all of the above

5. A staffing firm's real value will be measured by its ability to provide qualified employees and temporaries:

True
False

6. The process of effective placement of employees or temporaries is not complete until those individuals make a positive and measurable impact on the performance capacity of your client's organization:

True
False

7. Staffing firms should focus their resources only on those opportunities that meet their established criteria for doing business:

True
False

Extra Credit Assignment (worth .2 CEUs)

Author Petra suggests that during the order/assignment taking process, staffing firms should concentrate on gaining a clear understanding of: 1) the performance outcomes the client is seeking, 2) the structure in which the employee will function, and 3) the job-related skill and experienced required in order to perform at or above the identified standards. Choose one of your clients and the specific requirements they have presented to your firm and develop a short profile that applies the above principles. The assignment should not exceed two typewritten pages. Attach the extra credit assignment to the examination and submit to NAPS.