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Full Service Staffing and Recruiting Firm providing Temporary, Temp to Hire and Direct Hires across All Industries from Entry Level to Executive serving Ohio, Indian and Kentucky Markets



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"We are very diversified in that we staff for companies as small as ten employees all the way up to thousands of employees... We learn everything about them from their culture and what makes the company who they are and recruit to that, so that we are able to staff everything from the receptionist all the way up to their executive level and everything in between, matching based upon their culture." - Carrie Brunello

CEOCFO: *Ms. Brunello, would you tell us a bit about 11th Hour Staffing?*

Ms. Brunello: At 11th Hour Staffing, we are a family owned, full service staffing and recruiting firm. We provide temporary, temp to hire and direct hire recruiting services across all industries. We primarily serve Ohio, Indiana and Kentucky markets, currently.

CEOCFO: *What are some of the advantages and challenges of being a family owned business?*

Ms. Brunello: I think some of the advantages for us is that it gives is the ability to create the employee culture that we want. We have a lot more flexibility on how to handle things with our clients and candidates and employees; just flexibility all across the board is the key word. We have much more control over being flexible with clients on pricing or volume or any of those. We are available for our clients 24/7. There is just open availability there.

CEOCFO: *Would you tell us about the types of clients that you work with, industries, size of business and types of positions?*

Ms. Brunello: We are very diversified in that we staff for companies as small as ten employees all the way up to thousands of employees. We are very diversified from size of companies; small, mid, large, employers; you name it, we staff for it. For the types of positions, our model has primarily been as a full service staffing company, is that when we partner with a company we become specialized in that company. We learn everything about them from their culture and what makes the company who they are and recruit to that, so that we are able to staff everything from the receptionist all the way up to their executive level and everything in between, matching based upon their culture.

CEOCFO: *How do you understand company culture? What do you look at below the surface to understand what they are really about?*

Ms. Brunello: A big piece of it is meeting with them personally and taking tours of the facilities. We are not just asking the hiring manager questions, but actually going out there a seeing it for ourselves and observing what it feels like walking through that company. We perhaps even talk to some of the employees that work there to get a feel for why they like working there and what makes it a great place. It is drilling down more into not just the job description, but seeing how the company truly operates on a day to day basis.

Mr. Brunello: It is also about having the same individual within our company as well, maintaining contact with the hiring managers and HR department so that there is a personal relationship established as well.

CEOCFO: Do you think that is a function of the geography where you are located and that people are happier than they might be in some other geographic areas?

Ms. Brunello: Yes. I think there are so many factors that play into it. Often times it may not be then company itself, but the people that they work with that impact if they are truly happy there. That really goes back to the culture. The people that work at a company are the ones that not only create the culture, but either change the culture or make it good or bad or what have you. Therefore, as far as in general if people are happy where they are, in this day and age it seems like people for the most part always can have an ear out in case there might be something that might make them want to make a move. There is always something to maybe improve upon some things. I think there is always that potential. However, if you are working in a place that has an amazing culture with amazing people it is those people that typically will not want to make a move, because they love working with who they work with.

CEOCFO: How do you reach out for candidates? What do you look for over and above the fit on paper?

Ms. Brunello: We utilize many different resources, from online job sites to candidates applying directly to us. We get a lot of candidates through referrals. However, in this type of candidate market it is a lot of cold calling and finding people that might be willing to make the move. If you are really just having a conversation and if you get hold of someone and they are not open to making a move then it is asking who do they know, because often times if you are not looking to make a move you may know of a friend or family member or peer that is looking to make a move and it is just kind of networking through that channel.

CEOCFO: Your site indicates you help with career planning and assistance, job and interview coaching and resume writing. How important is that interaction with candidates? Is it appreciated?

Ms. Brunello: I believe so. There are some people that come to us with an amazing resume and there is not much needed there. However, unfortunately I would say that there is a good percentage that really need to come and tweak the resume a little bit to make them look more marketable or highlight certain skill sets or accomplishments based upon the job that they are targeting. It is often best to have maybe several different types of resumes based upon the jobs that you are targeting and to switch them off. I definitely think it is beneficial towards our candidate to where maybe they come to us and say, "Gosh, I have been applying for jobs for months and have not had any luck," and we might be able to help them tweak the resume a little bit or just be a voice for them in speaking with a client and help secure a position.

Mr. Brunello: Even pointing out the highlights of your career to market those few clients who are looking for those specific things.

CEOCFO: Would you provide an example?

Mr. Brunello: You may have a client or a candidate who has recently been doing odd jobs here and there, but maybe a year or a year and a half ago they were heavy in manufacturing and they may not put that on their resume. Then you start talking to them on a personal level with them and then you find out that for ten years they were doing manufacturing or operating a machine or driving a forklift and for whatever reason someone along the lines told them not to put that on their resume. We let them know, "Our client is going to be very interested in this background. Tell me all about what you did there and the time frames you were there and we will make sure to add it to your resume. We will make sure that the client is made aware of your history. Let us get you a job doing something that you have experience in."

CEOCFO: 11th Hour Staffing gives the impression that you can work quickly with deadlines when things really have to happen. Are companies turning to you understand that or do you find people, as you work with them, get to know what you are about and understand the depth of how you work?

Ms. Brunello: The staffing industry as a whole; typically companies come to us because they have an immediate need. We recognize that usually, and nine times out of ten, they come to us because they needed someone to start yesterday. Therefore, we try and be as proactive as possible when we have a client base that we are working with to find out what types of positions they may have the most difficulty staffing and recruiting for, so that we can be proactive and building a pipeline of potential candidates for them, so that when they come to us and say, "We have this position and we need it filled as soon as possible," that we can have a very fast turnaround in getting candidates presented to them and started, typically faster than others in the industry.

CEOCFO: With a new administration taking over in January 2017 and many businesses looking for growth, are you ready to ramp up if jobs do start to become available?

Ms. Brunello: I think we are optimistic that from a business standpoint that we will be able to continue to grow and prosper and help our clients. I can speak specifically to the Dayton, Ohio market in that there are tons of job opportunities and I do not foresee that changing any time soon. I continue to see our clients grow and our clients having job openings and positions available. Therefore, foresee that to continue, which I think is great for the area. Our biggest challenge is

going to be on the recruiting candidates side, with the low unemployment rate being such that finding good qualified kids is going to be the challenge, but from a job standpoint I foresee it to be pretty strong.

Mr. Brunello: We were even told in 2008 that we should not be starting a business in the middle of a recession and 2008/2009 turned out to be very great years for us. Business just continued to grow and grow and grow since 2008. Like Carrie said, the biggest challenge right now is the unemployment rate. We are not a company that throws just random people out to jobs. We never have been. Our model has always been to find the right candidate for our clients.

CEOCFO: *Do you find people willing to relocate or due to the job market it is not so easy to get people to do so today?*

Ms. Brunello: It is kind of a mix as well. I would say that it has been somewhat of a challenge to get individuals to relocate, with different perspectives though. There are different variables; whether they have a house to sell or a family and kids in school or what have you. It can be a challenge to get people to relocate. It just depends on the job opportunity. With some positions it does not make sense for them to relocate for, as it might be perhaps a lower level position where financially it just does not make sense for them to do that. It is a challenge across the board.

CEOCFO: *What has changed in your approach over time? Clearly, there is a lot more technology and ways to find candidates, but in general what have you learned over the years?*

Ms. Brunello: You know, I just go back to regardless of how much technology there is out there it is always going to come down to a personal relationship, to be honest with you. There can be amazing new advances in technology from a recruiting standpoint, but if you do not have a personal relationship or that personal touch there is not going to be some connection or loyalty or dedication. Therefore, I think that is the piece that has been a constant driver for us. It is keeping the personal piece of it.

Mr. Brunello: In going along with the personal piece of it, all of our clients and our employees have our personal cell phone numbers. I have encouraged a lot of our employees to reach out directly to me via text. I have found, especially within the last year to two years that more people are apt to actually respond or reply immediately via text message. Over the years we have started using facebook and social media reaching out to people and client's social media wise. People are more apt to respond via text message or social media before they will pick up their phone and answer it and talk. Even just sending out emails to people in regards to positions; they will email back that, "I am interested." We will have correspondence five or six times before I even ever speak to them on the phone to get them interested in a position, to pretty much gain their trust and talk to them all about the position and sending them all of the job information and pay and what we can offer to them and that sort of thing. The face to face has kind of gone away over the last couple of years. I have said that with a lot of our employees I will just get random text messages throughout the day asking certain questions about payroll or asking question about schedules, rather than them call in.

CEOCFO: *Do you do much in the way of temporary staffing these days?*

Ms. Brunello: We do. A good portion of what we do is temporary. I would say our mix is probably eighty five to ninety percent temporary and the rest direct hire. When I say temporary; that also includes temp to hire type scenarios where they might be on our payroll for three to six months before a company hires them on direct.

CEOCFO: *Do companies have somewhat lower standards for temporary employees?*

Ms. Brunello: No. I would say no, they do not. Most of our clients have a very specific set of things that they want from an employee, from a skill set or interpersonal skills or what have you. Whether it is temporary or direct hire, they want that same thing in that person. Therefore, I think they look for both. Sometimes they look at it from a temporary standpoint of they do not have a permanent slot for this position, however if they bring someone in that matches them to a tee from culture and skill set that there is a very good likelihood that they might try and find a way to keep them on or hire them permanent or use that person as proof as to why they need this role on a permanent basis. Therefore, usually it is a matter or whether it is temporary or permanent; they still want a great person.

Mr. Brunello: On my side, I do the majority of the recruiting and what I will generally see is that throughout the day you will find a few people who have had a bad taste in their mouth of staffing companies. They may not be pleased with staffing. They may have had a horrible experience with a staffing company in the past and that they feel used. The difference with us, and I always tell our employees this; it is more important to me to send this individual out to get hired on so the client says, "You sent us a very good employee and we want to continue to use you." It is no benefit to me to continue sending someone out over and over and over again. I would much rather see all of our temporary employees gain permanent employment. That way we look like the company that continues to send them quality people.

CEOCFO: *Would you tell us about community involvement? Where do you focus your efforts?*

Ms. Brunello: I found a key factor from day one in starting our business; prior to starting our business we have always been involved in the community. Lawrence was a fireman/paramedic, directly supporting and working with the community.

I worked with various different organizations, serving on boards and volunteering time. Therefore, when we started our business we wanted to continue that, so what we have done is that anytime we make a placement, whether it is temporary, temp to hire or direct hire, we make a donation to a local charity in honor of our client. There are several charitable organizations that we partner with locally, from animal shelters to children's hospitals to organizations that help to find cures for Parkinson's and Alzheimer's and so on. There are a ton of organizations that we do partner with where we either make a monetary donation as well as potentially volunteer some time when we have it.

Mr. Brunello: One year, for every placement we made in the month of November we donated a turkey to a local food pantry. I think in that month being a little slow we donated maybe fifteen turkeys that year. We started it in the middle of the month. We dedicated an entire month to getting Veterans back to work. We had a Veterans initiative. During Christmas time we will generally take toys up to the children's hospital and that sort of thing.

CEOCFO: *There are many, many companies in your industry. Why should people choose 11th Hour Staffing?*

Ms. Brunello: 11th Hour Staffing is our first baby and we treat it as such. We treat our clients and our candidates like they are family. I think family is the driving factor. We are a family owned business and we treat our internal employees and our temporary employees and any companies that we work with like they are family, too. We are there for them 24/7, literally! We provide exceptional service. We take pride in what we do. It is really our passion. It is what we do.

Mr. Brunello: No one here is just a number. Everyone here has a face. Everyone here has a story and everyone here is someone that we have the ability to help.

