

Recruiting and Job Placement

A beginner course in plain words

7 parts and a bonus lesson
Lessons, examples, checklists and quizzes

Welcome

This course teaches the basics of recruiting and job placement: helping businesses find good workers, and helping people find good jobs. It is written in plain words for beginners.

There are 7 parts and a bonus lesson on running a small placement business. Each part has a short lesson, a real example, a checklist or template you can use, and a short quiz with answers. Each part also has an audio version, so you can listen while you work.

The examples use common jobs like bookkeeper, office manager, receptionist and teacher's aide.

How to use this course

- Read or listen to one part at a time.
- Do the checklist or template for that part on a real job, even a pretend one.
- Answer the quiz before you look at the answers.
- Keep your tracking sheet from Part 7 from your very first call.

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The steps of every placement

1 Meet the employer → **2** Find people → **3** Screen → **4** Interviews → **5** Offer → **6** Start → **7** Follow up

Part 1

What a Recruiter Does

> **Goal:** Understand the job, what a normal day looks like, and which skills you already have.

The job in one sentence

A recruiter finds the right person for a job, and the right job for a person. You stand in the middle. On one side is a business that needs help. On the other side is someone who needs work. Your job is to make a good match, so both sides are happy for a long time.

Two kinds of recruiters

- In-house recruiter: works for one company and only fills that company's jobs. The company pays a salary.
- Agency or placement recruiter: works for many businesses at once. The business pays a fee when a person you sent is hired. This is what most small placement offices do, and it is the kind this course focuses on.

What a normal day looks like

- Morning: check messages, call back anyone who called, and look at your open jobs.
- Late morning: search for people for each open job. Call or message them.
- Midday: short phone screens with new candidates.

- Afternoon: send the best candidates to employers, set up interviews, and follow up on interviews from yesterday.
- End of day: update your notes and your list. Plan tomorrow's calls.

Most of the job is talking to people and keeping good notes. The money comes from follow-up. Many placements are lost only because someone forgot to call back.

Skills that matter

- Listening. Hear what the employer really needs, not just what the job post says.
- Being organized. You will juggle many people and many jobs at the same time.
- Being honest. Your name is your business. One false promise can cost you a client.
- Being quick. Good candidates find jobs in days, not weeks.
- Handling no. Many people will say no. That is normal and not personal.
- Keeping things private. Resumes, pay and personal details stay private.
- Basic computer skills: email, a spreadsheet, and a phone calendar.

Example

A dental office calls you. They say they need a receptionist. You ask more questions and learn the real problem: the phones are not answered after 3 PM, and patients are angry. So they really need someone who can work until 6 PM, is calm on the phone, and can learn the scheduling program. That is a very different search from "a receptionist." Asking good questions saved you days of sending the wrong people.

☑ Self check: rate yourself from 1 (weak) to 5 (strong)

☐ I like talking on the phone with people I do not know.

☐ I return calls and messages the same day.

☐ I keep neat notes and lists.

☐ I can say no to a client politely.

☐ I can hear no many times and keep going.

☐ I keep private information private.

☐ I can use email and a simple spreadsheet.

☐ I know many people in my community and in local businesses.

Any line where you gave yourself 1 or 2 is something to practice. For example, if notes are hard for you, start using one simple sheet from Part 7 today.

Quiz

1. **What is the main job of a recruiter?**
   A. Writing resumes for people
   B. Making a good match between a business and a person
   C. Running payroll
2. **How is an agency or placement recruiter usually paid?**
   A. By the candidate, before any interview
   B. A fee from the business when a person you sent is hired
   C. A salary from the city
3. **Why can follow-up make or break a placement?**
   A. Because good candidates get hired fast by someone else
   B. Because employers like long emails
   C. It does not matter much
4. **A business says it needs "a receptionist." What should you do first?**
   A. Send five resumes right away
   B. Ask questions to learn what they really need
   C. Post an ad with no details

Answers:

1. **B.** A recruiter matches the right person to the right job, so both sides are happy.
2. **B.** Placement recruiters are usually paid by the employer, and only when a hire happens.
3. **A.** Good people move fast. If you are slow, someone else places them.
4. **B.** Questions first. The real need may be very different from the job title.

Part 2

Recruiting Basics and the Rules

> **Goal:** Learn why hiring matters, how to keep track of people, how to sell a business, and the main hiring laws.

Why good hiring matters

For a business, a wrong hire is expensive. They lose time training someone who leaves, customers get upset, and the search starts again. A right hire makes the business stronger. For a candidate, a good job can change a whole family's life. When you do this work well, you help both.

Keeping track: recruiting software in plain words

Big companies use a program called an ATS, which stands for applicant tracking system. It is simply a smart list. It keeps every job, every candidate, every note, and where each person is in the process. When you are starting out, a simple spreadsheet does the same job. Give each candidate one row and a status, like this:

- New: you just found this person.
- Called: you spoke to them.
- Sent: you sent their resume to the employer, with their OK.
- Interview: an interview is set.
- Offer: the employer made an offer.
- Hired: they started the job.
- Not a fit: write the reason, so you remember.

Why work here? Selling the business

People choose a job for more than pay. Each business has good things about it. This is sometimes called the employer brand. Before you call any candidate, write three reasons why someone would want this job. For example: a short trip from home, closed on all holidays, a kind and patient manager, room to grow, or early Friday hours. Candidates say yes faster when they hear real reasons.

The main hiring rules (general information, not legal advice)

These are the most important rules to know. Laws change, and some details depend on the size of the business, so check with a lawyer before you rely on them.

- No discrimination. US, New York State and New York City laws forbid treating people worse because of things like race, color, religion, sex, pregnancy, national origin, age, disability, marital status and more. New York City's list is longer than the US list and covers smaller businesses too.
- Religious needs. In New York City, employers must make reasonable accommodations for religious observance, including the Sabbath and holy days, unless it would be an undue hardship.
- Work papers (Form I-9). Every new employee in the US fills out Form I-9 to show they may work here. The worker fills out the first part by the first day of work. The employer checks the worker's documents and finishes the form within 3 business days of the start. The worker chooses which allowed

documents to show. The employer may not demand one certain document.

- Pay in job ads. In New York City since November 2022, and in all of New York State since September 2023, job ads must show a good-faith pay range (a lowest and highest pay). In New York State this applies to employers with four or more employees.
- No questions about past pay. In New York City and New York State, employers may not ask a candidate what they earned at past jobs.
- Criminal records. In New York City, most employers may not ask about criminal history until after they make a conditional job offer.
- Credit checks. In New York City, most employers may not use a person's credit history in hiring.

What you may ask, and what you may not ask

OK to ask	Do not ask
Can you work Monday to Thursday, 9 to 5?	How old are you? What year were you born?
Are you legally allowed to work in the US?	Where were you born? What is your accent?
Can you do the main tasks of this job, with or without help?	Do you have any health problems or disabilities?
Tell me about your experience with QuickBooks.	Are you married? Do you have children? Do you plan to?
What pay are you looking for in this job?	How much did you make at your last job?
Do you have a way to get to Flatbush by 8 AM?	Are you pregnant?

A simple test: ask only about the job and the person's ability to do it. If a question is about the person's private life, family, body, background or beliefs, do not ask it. Religious organizations sometimes have special rules about hiring. If you work with one, ask a lawyer what applies.

Example

An employer tells you: "Only send me young people, they learn faster." You can answer kindly: "I'm not allowed to choose people by age, and you aren't allowed to either. But tell me what the person needs to learn quickly, and I'll test for that." Now you are protecting the client and still helping.

☑ **Checklist: before you talk to any candidate**

☐ I know the job's pay range, and it is in the ad.

☐ I wrote three real reasons why someone would want this job.

☐ My questions are only about the job and the person's ability to do it.

☐ I will not ask about age, family, health, religion, birthplace, past pay or criminal record.

☐ I will ask the candidate's OK before sending their resume anywhere.

☐ I have one row for this person in my tracking sheet.

Quiz

1. **What is an ATS, in plain words?**
   A. A tax form
   B. A smart list that tracks jobs and candidates
   C. A type of interview
2. **Which question is OK to ask?**
   A. What year were you born?
   B. Can you work until 6 PM on weekdays?
   C. How much did you earn at your last job?
3. **When must the employer finish Form I-9 after checking documents?**
   A. Within 3 business days of the start date
   B. Within 1 year
   C. Only if the worker asks
4. **A job ad for an office job in New York City should include:**
   A. The candidate's age limit
   B. A good-faith pay range
   C. Nothing about pay

Answers:

1. **B.** An applicant tracking system is a list of jobs, people and their status. A spreadsheet can do the same when you start.
2. **B.** Questions about the schedule of the job are fine. Age and past pay questions are not allowed in New York.
3. **A.** The worker fills the first part by day one, and the employer finishes within 3 business days of the start.
4. **B.** New York City and New York State require a pay range in job ads.

The legal points here are general information, not legal advice. Laws change. Check with a lawyer for your situation.

Part 3

Meeting the Employer

> **Goal:** Learn how to run the first call with an employer, check what is realistic, and write a strong job ad.

The intake call

Before you search for anyone, you need a real talk with the person who is hiring. This is called the intake call. It usually takes 20 to 30 minutes. The better this call, the faster the search. Take notes on paper or in your sheet while you talk.

Ask about the job

- What will this person do on a normal day?
- Why is this job open? Did someone leave, or is it new?
- What must the person already know on day one? What can you teach?
- Which computer programs, licenses or skills are needed?
- What would make someone great in this job, not just OK?

Ask about the details

- What is the pay range? Hourly or yearly?
- What are the exact hours and days? Any Fridays, Sundays or evenings?
- Where is the work? Is any of it from home?
- What benefits come with it: paid days off, holidays, health insurance?

- When do you want the person to start?

Ask about the hiring steps

- Who will interview, and how many interviews will there be?
- How quickly can you give feedback on a resume? (Ask for 1 to 2 days.)
- Who makes the final decision?
- Have you seen anyone you liked? Why didn't it work?

Reading the market

Sometimes an employer wants too much for too little. Before you promise anything, look at 5 to 10 ads for the same kind of job in the same area on a big job site. Check the pay they show and what they ask for. If most bookkeeper ads near you show $25 to $32 an hour and your client offers $18, tell them early and kindly: "At $18, I may find someone, but it will be slow, and they may not stay. At $25, I can likely fill it in two to three weeks." Let the employer choose. Telling the truth early saves weeks.

Writing a strong job ad

A good ad is short, clear and honest. Put the most important facts first: what the job is, where, the hours and the pay. Then a few lines on the work, a short list of must-haves, and the good things about the job. Avoid words that suggest age or gender, like "young," "energetic girl" or "salesman." Say "office team member" or "salesperson" instead.

Sample job ad

Bookkeeper, full time, Borough Park, Brooklyn. Pay: $26 to $32 per hour, based on experience. Hours: Monday to Thursday 9 AM to 5 PM, Friday 9 AM to 1 PM. A busy family-run supply business is looking for a careful bookkeeper. You will enter bills and payments, match bank statements every month, send invoices, and help prepare reports for the accountant. Must have: 2 or more years of bookkeeping, comfort with QuickBooks, and very careful work with numbers. Nice to have: experience with payroll. Why work here: closed on all legal and religious holidays, a short walk from the train, a small friendly team, and paid days off. To apply, send your resume by email or text.

☑ **Template: intake call sheet**

- ☐ Company name, contact person, phone, email
- ☐ Job title, and what the person will do every day
- ☐ Why the job is open
- ☐ Must-haves (no more than 4)
- ☐ Nice-to-haves
- ☐ Pay range, hourly or yearly
- ☐ Days and hours, location, any work from home
- ☐ Benefits and days off
- ☐ Start date wanted
- ☐ Interview steps and who decides
- ☐ How fast they will reply to resumes
- ☐ Three reasons someone would love this job
- ☐ My fee agreement is signed: yes or no

Quiz

1. **What is the intake call?**
   A. The first real talk with the employer about the job
   B. The candidate's first day
   C. A call to check references

2. **Your client offers far less than similar jobs nearby. What should you do?**
   A. Say nothing and hope
   B. Show them what similar jobs pay and let them choose
   C. Tell candidates the pay is higher than it is
3. **What should come first in a job ad?**
   A. The company's history
   B. The job, the place, the hours and the pay
   C. A long list of rules
4. **Which wording is better in an ad?**
   A. Energetic young girl wanted
   B. Friendly office team member wanted

Answers:

1. **A.** The intake call is where you learn what the employer truly needs before you search.
2. **B.** Telling the truth early, with facts, saves time for everyone.
3. **B.** Readers decide in seconds. Put the key facts on top.
4. **B.** Avoid words that suggest age or gender.

Part 4

Finding the Right People

> **Goal:** Learn where to find candidates, how to get referrals, and how to judge a resume fairly.

Your list is your business

Every person you speak to, even one who is not right today, may be right next month, or may know someone. Keep everyone in your tracking sheet with their skills, what they want, and when you last spoke. Over time this list becomes the most valuable thing you own.

Where to find people

- Your own list. Always start here. Check people you already know.
- Referrals. Ask everyone you speak to: "Who do you know who would be great at this?" Ask candidates, employers, friends and past hires.
- Community word of mouth. Local newsletters, community bulletin boards, group chats, schools, and community organizations. Many great workers are never on job sites.
- Job sites. Post your ad on the big job sites and search their resume lists. Many are free to post; some charge for more views.
- Professional networks. Search a professional networking site by job title and area, then send a short, friendly message.

- Training programs and colleges. Schools for bookkeeping, medical office work or teaching assistants often want help placing their graduates.

Asking for referrals the right way

Make it easy. Tell people exactly who you need in one sentence, for example: "I'm looking for a bookkeeper with QuickBooks, part time, in Borough Park." A clear picture helps people think of a name. Always thank the person who gave you a name, and tell them what happened. People keep sending names to recruiters who say thank you.

Your first message to a candidate

Keep it short and personal: who you are, the job in one line, the pay range, and a question. For example: "Hi, this is [your name] from a local placement office. I have a full-time bookkeeper job in Borough Park, $26 to $32 an hour. Would you be open to a 10-minute call about it?" If they don't answer, try once more two or three days later, then stop.

Reading a resume against the job

Do not judge a resume on looks or on gut feeling. Use the must-haves from your intake call. First check the must-haves, yes or no. Then score the nice-to-haves. Only judge things that matter for the job, never age, name, address or family. Write one line about why you scored each person the way you did. This makes you faster, fairer, and better at explaining your choices to the employer.

Candidate	2+ yrs bookkeeping	QuickBooks	Careful with numbers	Payroll (nice to have, 0-2)	Total	Notes
Candidate A	Yes	Yes	Yes	2	Send	Did payroll for 12 people
Candidate B	Yes	No	Yes	0	Maybe	Uses a different program; could learn
Candidate C	No	Yes	Yes	1	Not now	Only 6 months; keep for a junior job

Example

A school needs a teacher's aide. You post an ad and get 30 replies, and you also ask three teachers you know. One teacher sends you a name: a calm, patient person who helped in her classroom for a year. That referral gets hired in a week. The ad found good people too, but referrals often come faster and stay longer.

☑ **Checklist: every new search**

☐ Search my own list first.

☐ Ask at least five people for referrals, with a one-sentence description.

☐ Post the ad with the pay range.

☐ Share it with community newsletters and groups.

☐ Score every resume on the must-haves only.

☐ Call the best ones the same day.

☐ Get each candidate's OK before sending their resume.

☐ Send the employer 2 to 4 strong people, not 20.

Quiz

1. **Where should every search start?**
   A. A brand new job site
   B. Your own list of people
   C. A random phone book
2. **What makes a referral request work best?**
   A. A clear one-sentence picture of who you need
   B. A long email with many jobs
   C. Asking only once a year
3. **What should you score resumes on?**
   A. The job's must-haves and nice-to-haves
   B. How nice the resume looks
   C. The person's age and address

4. **How many candidates should you send the employer for one job?**

   A. As many as possible

   B. A small group of 2 to 4 strong people

   C. Only one, always

Answers:

1. **B.** People you already know are the fastest source.
2. **A.** A clear picture helps people think of a name.
3. **A.** Score only on what matters for the job. It is faster and fairer.
4. **B.** A few strong, well-chosen people shows you understand the job.

Part 5

Screening and Interviews

> **Goal:** Learn how to run a phone screen, sell the job, set up interviews, and spot warning signs.

The phone screen

Before you send anyone to an employer, talk with them for 10 to 20 minutes. You want to know three things: can they do the job, do they want this job, and will the details work for them (pay, hours, travel). Being clear now prevents surprises later.

Good questions to ask

- Tell me about your current or last job. What did a normal day look like?
- Tell me about a time you made a mistake at work. What did you do?
- Tell me about a time you were very busy. How did you decide what to do first?
- What are you looking for in your next job?
- Why are you looking now?
- What pay are you looking for in this job?
- When could you start?
- Is there anything about this job that worries you?

Questions that start with "Tell me about a time" are strong, because the person must give a real story, not a nice-sounding

answer. Listen for details: names of programs, numbers, what they did themselves.

Selling the job

A phone screen goes both ways. Once you know what the person wants, connect the job to it. If they want shorter hours, point out the early Friday. If they want to grow, tell them the manager trains people. Be honest. Never promise anything the employer did not say.

Setting up interviews

- Offer the candidate two or three time choices from the employer.
- Confirm in writing: day, time, address, who to ask for, and how long it will take.
- Prepare the candidate: what the business does, who they will meet, what to bring, and what to wear.
- Send a reminder the day before, to both sides.
- Call the candidate right after the interview, then call the employer. Same day if you can.

Red flags to watch for

- Dates and job history that change when you ask again.
- Speaking very badly about every past boss.
- Not answering or showing up late with no message.
- Pay wishes that keep going up after you agreed.
- Saying yes to every job, without real interest in this one.
- Asking for an interview, then not showing up.

One red flag is a reason to ask more questions, not always a reason to stop. There may be a good explanation. Two or three together usually mean: do not send this person yet.

Example

You phone-screen a candidate for an office manager job. She says she ran a busy office of eight people. You ask, "Tell me about a time things went wrong in that office." She describes the day the computers went down before payroll, and how she called the bank and the payroll company and finished it by hand. That is a real story with details, a good sign. She also tells you she needs to leave by 4:30 on Fridays in the winter. You write it down and check with the employer before sending her.

☑ **Checklist: phone screen**

- ☐ Confirm name, phone, email, and best time to call.
- ☐ Main skills match the must-haves.
- ☐ At least two "tell me about a time" questions asked.
- ☐ Pay wanted for this job fits the range.
- ☐ Hours, days and travel work for them.
- ☐ Start date known.
- ☐ Any red flags noted.
- ☐ They said yes to sending their resume to this employer.
- ☐ Interview times offered and confirmed in writing.

Quiz

1. **What are the three things a phone screen should find out?**
   A. Age, family and religion
   B. Can they do it, do they want it, and do the details work
   C. Only their pay wish
2. **Why are "tell me about a time" questions useful?**
   A. They are short
   B. The person must give a real example with details
   C. They are required by law
3. **What should you do right after an interview?**
   A. Wait a week
   B. Call the candidate, then the employer, the same day
   C. Send the bill
4. **A candidate has one red flag. What should you do?**
   A. Stop working with them
   B. Ask more questions to understand it
   C. Hide it from the employer

Answers:

1. **B.** Skills, interest and practical details. Never private questions.
2. **B.** Real stories show how someone actually works.
3. **B.** Fast follow-up keeps the process moving and shows both sides you care.
4. **B.** One red flag is a reason to ask. Several together are a reason to wait.

Part 6

Feedback, Offers and Starting the Job

> **Goal:** Learn how to collect feedback, present an offer, help both sides agree, and make sure the new hire starts well.

Collecting feedback

After each interview, ask both sides what they thought, within one day. Ask the employer: "What did you like? What worried you? Do you want a next step?" Ask the candidate: "How did it feel? Do you still want this job? Anything that worries you?" Pass on useful feedback kindly. If the answer is no, tell the candidate quickly and politely. People remember recruiters who called them back, even with bad news.

Before the offer

Know the answer before the offer is made. Ask the candidate: "If they offer you $28 an hour, Monday to Thursday plus Friday mornings, starting the 1st, would you say yes?" Ask the employer what they plan to offer. If you see a gap, solve it before the offer, not after. This is also the time to check references, with the candidate's permission. In New York City, an employer should finish checks like references before the offer, and may look at criminal history only after a conditional offer.

Presenting the offer

Call the candidate. Do not text big news. Share every part of the offer: job title, pay, hours, start date, benefits, and paid days off. Then be quiet and let them react. If they need a day to think, give them a clear time: "Can we speak tomorrow at noon?"

Helping both sides agree

- Find what matters most to each side. Sometimes it is not money. It may be one early day, or a start date after a holiday.
- Bring the employer one clear request, not a long list.
- Stay fair and calm. You want both sides happy on day one and a year later.
- Watch for the counteroffer: when someone resigns, their old boss may offer more to keep them. Ask early: "If your boss offers a raise, what will you do?"

After yes: the post-offer steps

A yes is not a placement until the person starts and stays. Stay close until then.

Example

An employer offers a candidate $27 an hour for an office manager job. The candidate hoped for $30. You learn that what she really needs is to leave at 1 PM on Fridays. You bring that one request to the employer, who agrees, and adds $1 an hour after three months. Both sides say yes, and you call the candidate on her first day, after her first week, and at 30, 60 and 90 days.

☑ **Checklist: after the yes**

☐ Written offer letter sent by the employer, with pay, hours and start date.

☐ Any criminal history check done only after the conditional offer (New York City rule). Other checks, like references, are done before the offer, with the candidate's OK.

☐ Any background check done only after the conditional offer (New York City rule).

☐ Candidate gave notice at the old job. Ask about any counteroffer.

☐ Start date, time, address and who to ask for are confirmed.

☐ Reminder to bring documents for Form I-9 on day one.

☐ Check in with the new hire on day one and at the end of week one.

☐ Check in with both sides at 30, 60 and 90 days.

☐ Send your invoice according to your fee agreement.

Quiz

1. **When should you collect feedback after an interview?**

   A. Within one day

   B. After a month

   C. Never

2. **How should you share a job offer with a candidate?**
   A. By a short text
   B. By phone, covering every part of the offer
   C. Let the employer handle all of it, without you
3. **What is a counteroffer?**
   A. The old boss offering more to keep the person
   B. A second job ad
   C. Your fee
4. **When may most New York City employers look at a candidate's criminal history?**
   A. Before the first interview
   B. Only after a conditional job offer
   C. Never

Answers:

1. **A.** Fast feedback keeps good candidates interested.
2. **B.** Big news deserves a call, with all the details.
3. **A.** Ask early how the person will handle it.
4. **B.** Under New York City's Fair Chance Act, most employers wait until after a conditional offer.

Part 7

Measuring Your Results

> **Goal:** Learn a few simple numbers that show what is working and what to fix.

Why count anything?

Numbers tell you where your time goes and where you lose placements. You do not need fancy software. A sheet you fill in every Friday for 10 minutes is enough.

Five numbers to track

- Time to fill: days from the intake call to the day the person says yes. Lower is better.
- Placements per month: how many people started a job you filled.
- Send-to-interview rate: of the people you sent, how many got an interview. If it is low, your screening or your intake call needs work.
- Interview-to-offer rate: of the people interviewed, how many got an offer. If it is low, prepare candidates better, or check that you understand the job.
- 90-day stay rate: of the people you placed, how many are still working there after 90 days. This shows whether your matches are real.

How to figure the rates

Divide, then multiply by 100. If you sent 10 people and 4 got interviews, 4 divided by 10 is 0.4, which is 40 percent. If 4 people were interviewed and 1 got an offer, that is 25 percent. If you placed 5 people and 4 are still there after 90 days, that is 80 percent.

Job	Employer	Intake date	Sent	Interviews	Offers	Start date	Days to fill	Still there at 90 days?	Fee
Bookkeeper	Supply company	Jan 6	4	3	1	Feb 3	21	Yes	Paid
Teacher's aide	School	Jan 13	3	2	1	Jan 27	10	Yes	Paid
Office manager	Dental office	Jan 20	5	2	0	-	-	-	-

One more column: where each hire came from

Add one more note for every person you place: where you found them. Was it your own list, a referral, a community newsletter, a job site, or a school? After a few months, you will see which places bring you the people who get hired and stay. Spend more of your time there. For example, if most of your hires come from referrals, make a habit of asking every candidate and every client for one name, and thank them when it works out. If one job site brings many replies but no hires, you can stop paying for it.

Also keep a short note when you lose a placement, and why. The candidate took another job, the pay was too low, the employer was too slow to answer, or the person left in the first month. Reasons that repeat are the ones to fix first.

Using the numbers

Once a month, look at your sheet and ask three questions. Where am I slow? Where do I lose people? Which employers and which kinds of jobs bring me the most placements? Then do more of what works. For example, if teacher's aide jobs fill in 10 days and office manager jobs take 40, you may want more school clients.

Example

After three months you see that only 2 of your last 12 candidates got interviews. That is about 17 percent, which is low. You look closer and find you were sending people who missed one must-have. You go back to using the scoring sheet from Part 4 every time, and the next month 5 of 10 get interviews.

☑ **Checklist: every Friday, 10 minutes**

- ☐ Update every open job's row.
- ☐ Count this week's sends, interviews and offers.
- ☐ Mark any starts, and set reminders for 30, 60 and 90 days.
- ☐ Mark paid and unpaid fees.
- ☐ Once a month: figure the five numbers and write one thing to improve.

Quiz

1. **What does time to fill measure?**
   A. Days from the intake call to the yes
   B. How long an interview lasts
   C. How long a resume is
2. **You sent 8 people and 2 got interviews. What is the send-to-interview rate?**
   A. 2 percent
   B. 25 percent
   C. 80 percent
3. **Which number best shows whether your matches are good?**
   A. 90-day stay rate
   B. Number of calls made
   C. Number of job sites used
4. **Your interview-to-offer rate is low. What might help?**
   A. Prepare candidates better and recheck the employer's needs
   B. Send more people without screening
   C. Stop following up

Answers:

1. **A.** It shows how fast you fill a job.
2. **B.** 2 divided by 8 is 0.25, which is 25 percent.
3. **A.** If people stay, the match was real.
4. **A.** Better preparation and a clearer picture of the job usually raise it.

Bonus Lesson

Running a Small Placement Business

> **Goal:** Learn the basics of fees, agreements and licenses before you place anyone.

Get it in writing first

Never send a candidate's resume to a business until the business has signed your fee agreement. A handshake is not enough. Once they have the resume, you have nothing left to bargain with.

What a fee agreement should say

- Who the agreement is between, with names and addresses.
- Your fee: how much, and how it is figured.
- When the fee is earned (usually on the person's first day of work) and when it must be paid (for example, within 15 or 30 days of the start).
- The guarantee: what happens if the person leaves or is let go early.
- That if the business hires anyone you introduced within a set time (for example, 12 months), even for a different job, your fee is owed.
- That candidates you introduce may not be passed to another agency.
- Signatures and dates from both sides.

How fees usually work (typical ranges, not verified facts)

Most placement offices are paid on contingency, which means only when a hire happens. The fee is usually a percentage of the person's first-year base pay. Industry articles commonly describe 15 to 25 percent, with 20 to 25 percent common for professional jobs. For example, a 20 percent fee on a $50,000 job is $10,000. For lower-paid or hourly jobs, some offices charge a flat fee instead. These numbers vary a lot by job, area and client, so ask other local recruiters what they charge, and set your own.

The guarantee (typical ranges, not verified facts)

Employers expect a promise in case the hire does not work out. A common practice is a 30 to 90 day guarantee: if the person leaves or is let go in that time, you find a replacement for free, or return part of the fee. Write down exactly which one, and that the guarantee only counts if the employer paid on time.

Licenses in New York City (checked on the city's business site)

New York City says you generally need an Employment Agency License from the Department of Consumer and Worker Protection to help people find jobs for a fee, including helping employers find workers. The city's site lists an exception: an agency paid only by employers, that never charges the worker any fee, and that places only commercial, clerical, executive, administrative and professional workers, does not need the city license, but must still follow New York State's employment agency law. If you place household workers, like nannies, cleaning help or home

aides, the exception does not cover you, and you need the license. Licensed agencies also may not run from a home. Call the city at 311 or speak to a lawyer to check what applies to you.

Good business habits

- Never charge candidates if you want to stay under the employer-paid exception.
- Keep a folder for each client: the signed agreement, the job details, and invoices.
- Send your invoice on the start date. Follow up politely the day it is due.
- Keep resumes and personal details private and safe.
- Talk with an accountant about taxes and a lawyer about your agreement.

Example

A supply company wants a bookkeeper at $55,000 a year. Your signed agreement says 18 percent, due within 30 days of the start, with a 60-day free replacement guarantee. Your candidate starts on March 1. You send an invoice that day for $9,900, which is 18 percent of $55,000. The payment arrives on March 20. On May 1, after 60 days, you call both sides. All is well.

☑ **Checklist: before you work with a new employer**

☐ Fee agreement signed by both sides.

☐ Fee, payment due date and guarantee written clearly.

☐ Rule for hires within 12 months of your introduction included.

☐ I checked whether I need a city license for this kind of job.

☐ I will not charge the candidate anything.

☐ Client folder created, and the job added to my tracking sheet.

Quiz

1. **When should a business sign your fee agreement?**
   A. Before you send any resume
   B. After the person starts
   C. Never, a handshake is fine
2. **A 20 percent fee on a $45,000 job is:**
   A. $4,500
   B. $9,000
   C. $20,000
3. **What is a guarantee period?**
   A. A time when a free replacement or partial refund is promised if the hire leaves
   B. The time a candidate has to accept an offer
   C. A tax deadline

4. **You want to place nannies and cleaning help in New York City. What does the city's site say?**

   A. No license is ever needed

   B. You generally need an Employment Agency License

   C. Only candidates need a license

Answers:

1. **A.** Once they have the resume, you have lost your leverage.
2. **B.** 20 percent of $45,000 is $9,000.
3. **A.** It protects the employer if a hire does not work out early.
4. **B.** The exception covers only commercial, clerical, executive, administrative and professional placements paid by employers.

The legal points here are general information, not legal advice. Laws change. Check with a lawyer for your situation.

Important notes

- The legal points in this course are general information about US, New York State and New York City rules as of November 2026. They are not legal advice. Laws change, and some rules depend on how many people a business employs. Ask a lawyer before relying on them.
- Fee and guarantee numbers in the bonus lesson are typical ranges described in industry articles. They are not verified facts and are not a price list. Ask local recruiters what they charge and set your own prices.
- The New York City license information comes from the city's own business website (nyc-business.nyc.gov, Employment Agency License). Call 311 or the Department of Consumer and Worker Protection to check what applies to you.
- Pay figures in the examples are made up for teaching.