



# CrowdStaffing:

The **Evolution** of  
**Talent Fulfillment**



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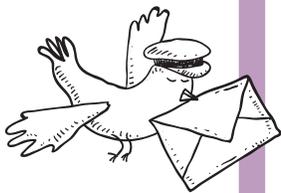
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## THE NEXT TALENT ACQUISITION REVOLUTION: CROWDSTAFFING

Using the wisdom of the crowd for superior recruiting and staffing

The drive to enhance and increase communications is as old as Paleolithic cave paintings. For over 40,000 years, people have consumed themselves with finding better ways to reach others, share information, and collaborate. It's difficult to conceive of any technological progress – from the carrier pigeon to the Internet – that hasn't sprouted from the seeds of socialization. Humans, social animals that we are, have long realized that the greatest gains are achieved by working together. Today that "divide and conquer" philosophy has become more pronounced – and instrumental – with the ongoing rise of crowdsourcing.



The idea revolves around distributed problem solving, of breaking down seemingly insurmountable challenges into systems of micro-tasks, which can be tackled with greater ease and cost efficiency through the power of a crowd.

We believe these same principles can be applied to optimize sourcing, recruiting, and hiring practices. The workforce marketplace is evolving. The changes are precipitated by a number of factors, including an increase in demand for contingent workers, globalization, the influx of Millennials entering the workforce, and the advent of online recruiting platforms. Zenith Talent's unique recruiting model, referred to as Crowdstaffing, represents a confluence of these trends, enabling the very best talent to be hired at massive scales.

Howe wrote, “...crowdsourcing represents the act of a company or institution taking a function once performed by employees and outsourcing it to an undefined (and generally large) network of people in the form of an open call.”



## CROWDSOURCING

### The foundation of crowdstaffing

The contemporary concept of “crowdsourcing” entered the business lexicon around 2005 when Jeff Howe and Mark Robinson, editors at *Wired* Magazine, coined the term after observing how businesses were leveraging the Internet to outsource work projects to a disparate and often times unrelated group of individuals. Howe and Robinson concluded that a new model was emerging, in which companies were “outsourcing to the crowd.” Days later, the pair published their influential article “The Rise of Crowdsourcing,” laying the groundwork for what has become an increasingly crucial aspect of problem-solving and innovation for companies of all sizes and markets (Howe, Jeff. “Crowdsourcing: A Definition.” *Wired*, June 2, 2006).

“Simply defined,” Howe wrote, “crowdsourcing represents the act of a company or institution taking a function once performed by employees and outsourcing it to an undefined (and generally

large) network of people in the form of an open call. This can take the form of peer-production (when the job is performed collaboratively), but is also often undertaken by sole individuals. The crucial prerequisite is the use of the open call format and the large network of potential laborers.”

Three years later, scholars and academic researchers joined the ranks and began promoting the philosophy of this “online, distributed problem-solving and production model” around the world, each one incorporating an expanding set of methodologies, rules, and best practices.



Yet one principle has always persisted: by broadcasting problems to the public through an open call for contributions, a diverse team of amateurs and experts will deliver fresh perspectives, novel approaches, and unique means for attacking and resolving issues.

### Historical precedents for the benefits of crowd capital

Although many of us think of crowd-based outsourcing as a relatively modern business development, championed by the IT sector, the reality is that organizational and governmental leaders have been tapping into the limitless potential of the populace-as-problem-solvers for centuries.

- In 1714, struggling to determine a method for measuring a ship’s longitude, the British government publicly offered a financial prize to any person who could devise the best solution.
- The Oxford English Dictionary, published in 1884, was the result of 800 volunteers who catalogued words to create the first fascicle of the now revered dictionary.
- The iconic Sydney Opera House in Australia? Those expressionist-inspired shells that dot the edge of Bennelong Point in Sydney Harbour sprung from the mind of Jorn Utzon, the architect

selected as winner of the 1957 design competition for the performing arts center.

- And we can't forget the 2001 launch of Wikipedia. Like the OED, this free Internet encyclopedia evolved from the efforts of volunteer contributors, who continue to create and edit the content of the growing knowledge repository.

### This history of crowd-based staffing concepts

Although it's difficult to pinpoint the precise origin of "crowd staffing," the term seems to have been introduced to the staffing and employment industries between 2010 and 2011. Around that time, Brett Farmiloe — a published author, lecturer, and expert in online marketing and career education — began using the concept to "connect exceptionally talented people with companies who are making the world a better place to live," as part of his Social Job Hunt experiment. He employed the same social networks to post relevant positions that became available, with a captive audience of prospects ready to respond.

Through a broad array of social media — such as Facebook, Twitter, and Instagram — Farmiloe created a global bench of passive and active candidates by interacting with people to discover their job skills and career goals.



In 2011, Andrew Jones — a former partner at Arthur Andersen and specialist in labor arbitrage and talent optimization — discussed the concept as a way to tackle what he considered to be a fundamental problem with crowdsourcing: the lack of visibility (Jones, Andrew. "Crowdstaffing – A Viable form of labor arbitrage?" *Employmentality*, November 2, 2011).

Through a "people in the cloud" outsourcing model, corporations found an effective means for seizing labor arbitrage opportunities without incurring the same infrastructure costs as traditional outsourcing initiatives. Unfortunately, those same companies also had limited insight about the resources working on projects, no

real knowledge of their backgrounds, and could only rely on the solution to address simple problems that required little intellectual property or domain-specific expertise.

Jones' answer? A "crowdstaffing firm" with the ability to develop a defined crowd-sourced network. Such a firm would know the individuals undertaking the project and could offer clients a single contracting entity with a global pool of available candidates.

More recently, in April 2013, a startup called Jobhuk launched a technology platform aimed at capitalizing on crowd participation for staffing requests. As Staffing Industry Analysts' Craig Johnson wrote at the time: "You (as part of the crowd) explore the jobs on the site, and then refer a candidate easily via LinkedIn, Facebook, Twitter or just email. You have to make sure your referral applies for the job. If your referral is hired and stays on the job for 60 days, you get your finder's fee, anywhere from 1 to 15 percent of the candidate's gross salary. Anyone in the crowd can nominate potential applicants." (Johnson, Craig. "Social Recruiting via the Crowd." Staffing Industry Analysts' Staffing Report, April 1, 2013.)

Jobhuk believes that the incentive of a finder's fee will motivate people to refer candidates they perceive to be good fits. And SIA noted that other technology outfits are now following suit. Some new entrants in the space include JobPrize.com, SL8Z.com, and Refer.me in Hong Kong.

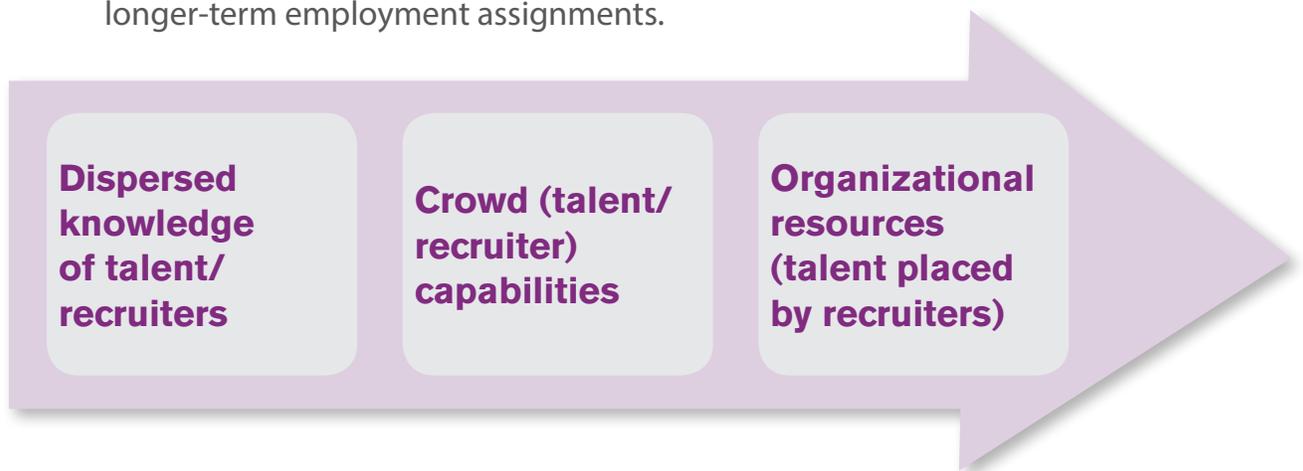
Even the young technology tools serve merely to facilitate a process; they don't, however, support the full servicing and management of the talent. In 2014—after years of strategizing, experimentation, and refinement—Zenith Talent pioneered a working Crowdstaffing solution that supports a unique, innovative, and end-to-end fulfillment model to meet the demands of the 21st century's heightened staffing requirements.

Until today, however, many of these social recruiting concepts have been limited to theories or exclusive reliance on social media recruiting campaigns.

## The Crowd Capital Perspective

Traditional model: finite, project-based engagement

The Crowd Capital perspective is a predictive view of Crowd Capability: when an organization generates resources by outsourcing to a crowd, the diverse levels of experience, acumen, and functional skills it acquires will produce the measurable capital. Generally, this theory has been applied rather exclusively to a company's one-time projects or unsolved challenges. However, it can be expanded to include contingent talent for ongoing and longer-term employment assignments.

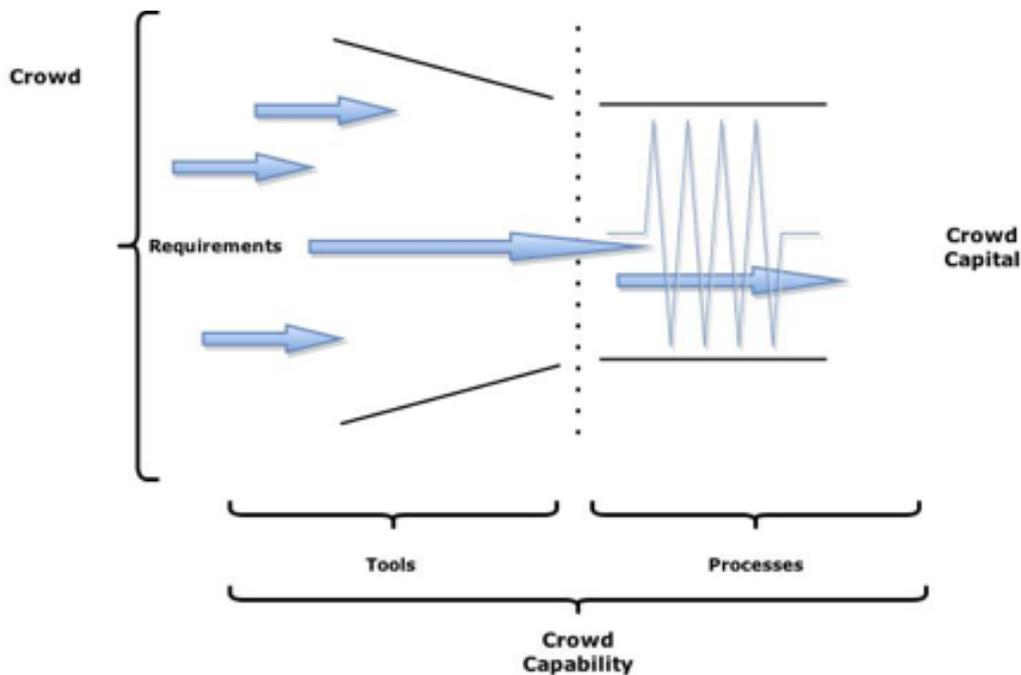


The standard Crowd Capability construct embodies three dimensions of engagement: structure, content, and process.

- Structure represents the technology or tools used to engage the crowd.
- Content signifies the type of input and output desired from the crowd.
- Process denotes the organizational methods used to cultivate resources from the crowd.

**Crowdstaffing: ongoing, limitless dimensions of engagement**

In the context of **Crowdstaffing**, we can revise the dimensions and shape them toward the optimal identification and engagement of top talent. In doing so, let's also redefine the labels: recruitment **Tools**, job and candidate **Requirements**, and hiring **Processes**.



- **Tools** represent the technologies used to source and recruit talent: applicant tracking systems (ATS), human resource information systems (HRIS), vendor management systems (VMS), social networks (LinkedIn, Facebook, Twitter, etc.), online job boards, career portals, associations, special interest groups, job fairs, online marketplaces (Elance), university career centers, and more.
- **Requirements** still signify the desired input and output of the crowd, with a more nuanced focus on talent: their skills, qualifications, work experience, backgrounds, education, and other work-related criteria, as well as their career goals, ideal business cultures, industries, and expected outcomes from a position.
- **Processes** denote the organizational methods the staffing firm will deploy to pique the interest of candidates, build a bench of passive talent, and gather vital details that will be used to match talent to ideal employers when position needs arise. In essence, process becomes the curation of jobs to talent—interacting with them, capturing and maintaining their interest, communicating job prospects, developing their personal brands and online profiles, and all other aspects of facilitating the recruitment and placement process.

## UNIQUE CROWDSTAFFING MODEL

Recruiter partners – scalable and incentivized

In Zenith Talent's **Crowdstaffing** model, Global Entrepreneurial Talent Acquisition Specialists work exclusively with our organization. These partners receive 33 percent to 60 percent of the net margin for each placement. Some of these talent acquisition specialists are individuals, and others have grown into small businesses with 10 or more people. Because of the profit sharing structure, partners succeed only when they achieve superior results for the clients they support.

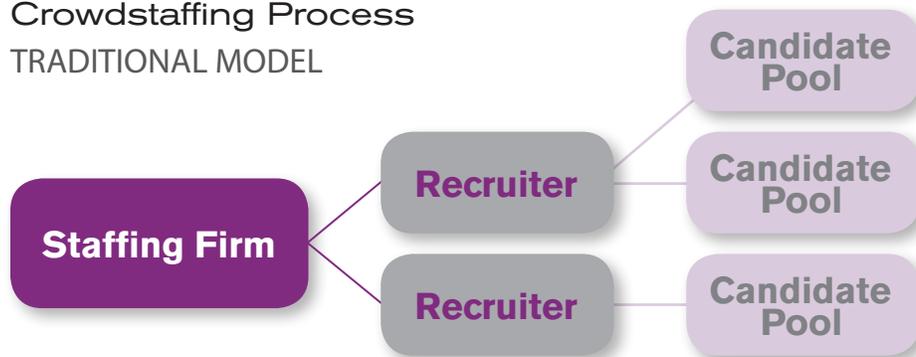


Unlike traditional incentive programs that offer workers financial bonuses or perks to perform the jobs they're already being compensated for more quickly, Zenith Talent's remuneration structure is strictly performance based. Global Entrepreneurial Talent Acquisition Specialists do not receive base salaries; they are paid based on results, with an unparalleled profit potential. For successful recruiting partners, this has yielded six-figure incomes. However, the model also defies typical commission-based programs where caps limit potential, and where quotas or lead generation can take precedence over customer care and performance.

There are particular job functions that necessitate recruiter partners with successful industry experience (i.e., science and engineering, clinical, research and development, etc.). Then there are job functions such as finance, accounting, operations, sales, and Human Resources where it becomes critical for partners to possess

domain experience in recruiting those particular job functions as opposed to having worked in the client industry. Therefore the recruiting, sourcing, and recruitment administration functions inherent in **Crowdstaffing** combine industry expertise and functionally related experience to maximize effectiveness. Our eclectic and skilled Global Entrepreneurial Talent Acquisition Specialists easily facilitate these needs, strengthened by the networks developed through our Crowdstaffing model, in which our partners research and support the candidate engagement strategy.

### Crowdstaffing Process TRADITIONAL MODEL



In a standard staffing model, firms hire recruiters who source from identified candidate pools. Because of the overhead associated with maintaining traditional operations, regional coverage, and internal recruiting staff, numbers can be limited. Examples of standard staffing models include outsourcing, offshoring, MSP/VMS, and Statement of Work (SOW) contracting.

- **Outsourcing:** An external organization is utilized to provide services as a way to augment or replace internal teams and processes. One example is the use of a Recruitment Process Outsourcing (RPO) company to hire employees or contractors versus creating an internal recruiting team to do the same activity.
- **Offshoring:** Utilizing people resources in different countries to deliver a project, product, or service. Offshoring is often combined with outsourcing to take advantage of the lower rates of global resources.

- **MSP/VMS:** Managed Service Providers manage the contingent workforce hiring process for organizations, managing the staffing supplier population, facilitating payments, ensuring compliance, and reducing costs.
- **SOW:** Statement of Work hiring is commonly used to staff for the completion of a specific project. An external organization assumes the responsibility for the management of project resources, milestones, and delivery. An SOW engagement is usually finite, lasting only until the project is complete, where other models, such as outsourcing, can be ongoing.

As the nature of business and talent acquisition have evolved, we're seeing new models emerge that leverage the strength of the crowd.

- **Online Staffing (Open Marketplace):** In an open marketplace, consumers and employers are decoupled. Freelance talent sell their services directly to buyers through online staffing platforms.
- **Online Staffing (Closed Marketplace):** In closed marketplace environments, resources are curated by the online staffing provider. This adds a layer of quality and compliance to the process, which is lacking in the open marketplace model.
- **Crowdsourcing:** An open marketplace, primarily used by recruiters and head hunters to hire permanent employees. The platforms are often designed to connect talent directly to recruiting professionals and employers.
- **Crowdstaffing:** A private marketplace for staffing curators that specialize in hiring contingent workers. The model accommodates scalability and niche positions, utilizing global recruiter entrepreneurs with the assurance of 100-percent compliance. Zenith Talent's Crowdstaffing model strengthens staffing capabilities for MSP/VMS programs; and because Zenith Talent is the employer of record, complete compliance is assured. The profit-sharing compensation structure drives intrinsic motivation, which results in higher quality talent and faster placements.

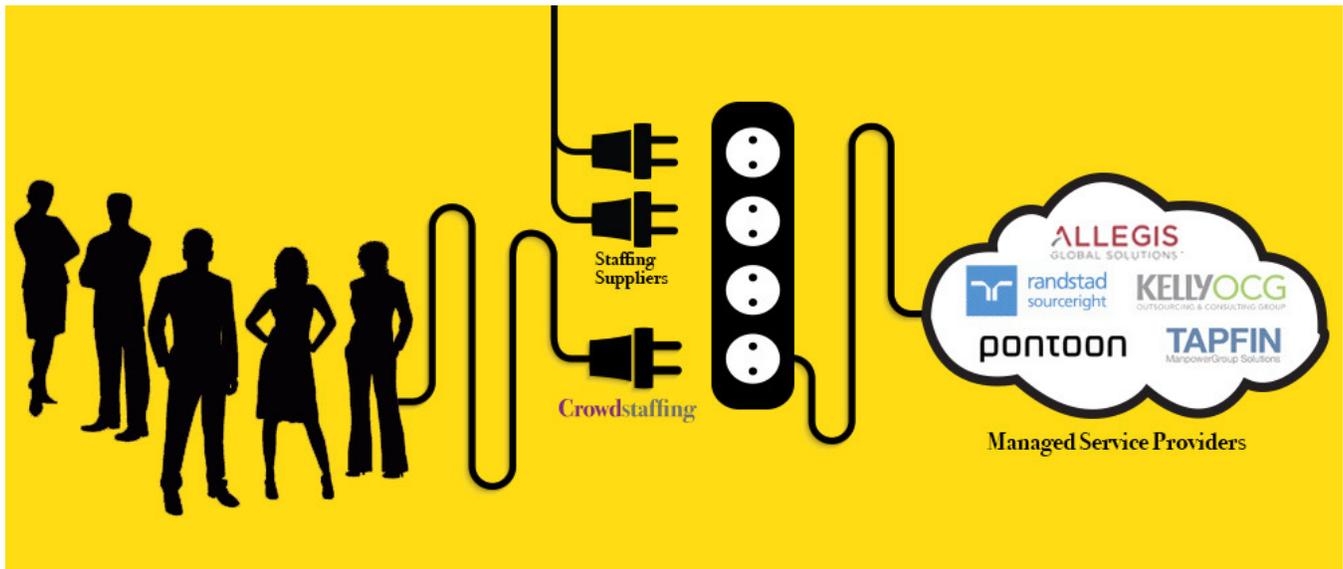
## Crowdstaffing Solution

Unlike crowdsourcing, which connects freelancers directly to consumers/employers or solicits assistance from a large group of independent recruiters to aid in the hiring of permanent employees, **Crowdstaffing** focuses on recruiting contingent workers as part of a Managed Service Provider (MSP) program. **Crowdstaffing** providers plug into MSP programs similar to other staffing suppliers, however they utilize a large group of independent global recruiters to conduct searches for qualified candidates; traditional staffing suppliers use teams of internal recruiters to accomplish the same task, which is less efficient and more expensive.

Solution	Permanent	Contingent	Freelance	Consultant	Global	Compliance	Cost
Offshoring	No	No	No	No	Yes	N/A	\$\$
Outsourcing	No	No	No	Yes	Maybe	Yes	\$\$
MSP/VMS	No	Yes	Maybe	Maybe	Maybe	Yes	\$\$
SOW	No	Yes	No	Yes	Maybe	Yes	\$\$\$
Online Staffing (Open Marketplace)*	No	No	Yes	No	Yes	Maybe	\$
Online Staffing (Closed Marketplace)*	No	No	Yes	Yes	Yes	Maybe	\$\$
Crowdsourcing*	Yes	No	No	No	Maybe	Maybe	\$\$
<b>Crowdstaffing*</b>	Yes	Yes	No	Yes	Yes	Yes	\$\$

\*Examples

- **Online Staffing (Open Marketplace):** Elance-oDesk, Freelancer.com, Gigwalk, Taskrabbit, 99 Designs, and others
- **Online Staffing (Closed Marketplace):** Visual.ly (curated marketing experts), CrowdFlower (curated data science experts), and others
- **Crowdsourcing:** Recruitifi, BountyJobs, RecruitAccess, and others
- **Crowdstaffing:** Zenith Talent



### Integrated Crowdstaffing Model

- **Crowdstaffing** plugs directly into any existing MSP program.
- **Crowdstaffing** suppliers have the same contract agreement terms as other suppliers.
- **Crowdstaffing** suppliers work with a network of independent global recruiters.
- **Crowdstaffing** software platforms provide recruiters access to receive requirements and make submissions.
- **Crowdstaffing** suppliers ensure labor compliance and mitigate risks as employers of record.

## Crowdstaffing Advantages

# CrowdStaffing

Large group of entrepreneurial talent acquisition specialists; scales infinitely.

The process of finding and obtaining professional talent for temporary positions.



### Crowd Staffing

**Global:** Not limited by an office location, work anywhere in the world.

**24/7:** Global Entrepreneurial Talent Acquisition Specialists operate across time zones, unburdened by physical office requirements. They set their own schedules.

**Flexible Workforce:** On-demand access to specialized talent, in any geography and multiple languages.

**Output Based Pricing:** Payment for work product returned that meets quality standards, allowing for transparency, predictability, and accountability for business results.

**No Overhead Costs:** No facility or fixed costs associated with this model.

### Outsourcing

**Single Location Center:** Based around central locations, typically offsite or offshore and limited to a local talent pool.

**Set Hours:** Workers execute from the facility in shifts to meet requirements.

**Rigid Workforce:** Fixed staffing models that require lead time for ramp up and down activities.

**Headcount Based Pricing:** Based on number of workers and rates. Difficult to predict throughput.

**Fixed Costs:** Facility, bench, and other fixed costs increase the price of the outsourced model.

## RECRUITER INFRASTRUCTURE

### Recruiter Population

The nature of **Crowdstaffing** is inherently conducive to scalability, with limitless recruiting potential throughout the global network of recruiting partners. The scalability and flexibility of **Crowdstaffing** not only supports exponential augmentation, it allows for upward and downward scaling to accommodate peaks and valleys; our model facilitates immediate ramp up for hiring spikes just as easily as adjusting for reduced volumes in times of decreasing demand.

ZENITH TALENT	Today	2016	2019
Recruiting Partners	60	150	1,000
Annual Placement Capacity	9,000	22,500	150,000

The program involves no upfront investments, is fluid and scalable to meet peak and valley hiring demands, and is performance based. The unparalleled incentives available to recruiter partners through the profit-sharing system ensure more productive professionals, exceptional candidate quality, and a working environment of high morale. Our internal attrition rate for recruiter partners is practically nonexistent.

### Customer Care

#### Dedicated Recruitment Teams

One of the unique aspects of Zenith Talent's **Crowdstaffing** model is the independent leadership of our recruiter partner network teams. Entrepreneurial, self-directed teams are key to the success of the solution. The higher expectations placed on performance ensure optimal output without the need to micro-manage daily partner activities.

### Recruitment without Borders

The **Crowdstaffing** model facilitates nationwide, offshore, and near-shore coverage through strategically located offices and shared services support delivered from global centers of excellence. Because teams are virtual and operate independently, with a centralized point of oversight, the **Crowdstaffing** delivery model is predicated on international account support and the fluidity of virtualization.

Recruiters in a global network possess intimate knowledge of specific geographic regions. This translates to unparalleled service delivery to clients from a dedicated team of individuals who understand the dynamics of the client's region, the culture of the location, the business needs and goals of the local community, the local rate structures, and the unique opportunities that exist within the client's neighborhood.

**Crowdstaffing** supports management activity around the globe, supplemented by technology. The result enables these solutions to accommodate “recruitment-without-boundaries.”

**Crowdstaffing** also focuses on an acquisition process that aligns to the client's employment brand, allowing for the creation of cascading Standard Operating Procedures (SOPs) and training for all involved to execute a common candidate experience that fosters retention.

### Account Support

The **Crowdstaffing** account support network reduces decentralization, bolsters the quality and professionalism of support processes, contains costs, and creates a higher degree of strategic flexibility. We can deploy on-demand, scalable program support to facilitate the administration of workforce automation tools (e.g., VMS, ATS, etc.), performance monitoring, KPI and metrics tracking, requisition processing, and all other facets of an outsourced workforce management solution.

And because operations are global, functioning across multiple time zones, on-call account management team members are always ready to respond to urgent situations. As needed, round-the-clock response programs can easily be developed to meet clients' business needs.

The **Crowdstaffing** process also expedites program implementation and discovery, as the sourcing strategies proactively develop standby pools of candidates based on specific roles and skills in demand, regardless of geographic location (e.g., country, territory, province, state, etc.).

## Quality

The **Crowdstaffing** model works well and assures quality because of its performance-driven design. Zenith Talent deploys a bottom-up approach that is 100-percent focused on execution and responsibility. The profit-sharing compensation structure encourages recruiter partners to deliver the best quality candidates in the shortest fill times. Success hinges on client satisfaction and performance, so our teams are devoted to cultivating happy customers. And Zenith Talent delivers comprehensive support, tools, training, and internal mentoring to recruiting partners, ensuring that they receive everything needed to succeed.

- Recruiter partners focus on their core recruitment responsibilities for clients, while Zenith covers the administrative and back office tasks.
- Recruiters, paid on performance, realize unlimited earning potential.
- The performance-based program drives timely submissions and candidate quality.
- Scalable global teams of recruitment experts ensure constant support for programs of any scope or complexity, even when urgent hiring needs arise. This same structure also allows Zenith to dedicate teams exclusively to each client.

## Proven Results

The success of Zenith Talent's **Crowdstaffing** solution is measurable and real. Below is a sample of our scorecard metrics for a technology industry leader processing over \$400 million per annum in contingent labor spend.

- Named as a top four supplier in the program
- 100% compliance for 40 consecutive quarters
- Negative submit time – best in program
  - Recruiting partners consistently exceed service levels in this category, submitting candidates as soon as job orders are opened
- 95% of the candidates submitted are shortlisted
- 52% lower average bill rate compared to program average
- 53% better fill rate than program average
- 28% better interview rate than program average
- Four times lower attrition compared with program average over a 12-month period

## STAFFING CURATION

### A Crucial Differentiator

As technology, society, and the economy have transformed the global marketplace, the corporate recruiters of today face new challenges with skills shortages, a generation of emerging talent with different needs and drivers than their predecessors, and revolutionary changes in the online platforms being used to source today's top talent. We are firmly in the midst of a paradigm shift where characteristics such as entrepreneurialism, intrapreneurialism, supertemps, and the freelance economy have changed the nature of hiring. As we expand our sourcing and recruiting models into crowd-based campaigns, we also need to change from staffing providers to staffing curators. This transition is a key component, and key differentiator, of our **Crowdstaffing** model.

The strongest corporate recruiters, through no fault of their own, remain limited in scope because they represent a single organization. Staffing curators develop diverse staffs of internal hiring experts who bring a wealth of past industry and organizational experience to the process. These staffing professionals have worked with a variety of MSPs and hiring managers across industries and job categories, enhancing their knowledge of real-world job needs, position requirements, and applications.

Staffing curators are not bound by the same limitations seen in internal talent acquisition processes, where strict and sometimes outdated rules or HR processes can hinder the individual strengths of recruiters.

Curators in a **Crowdstaffing** model:

- Become facilitators and partners to candidates.
- Ensure prompt payment to recruiters while providing the tools, training, and resources necessary to their success.
- Offer coaching and consultative interactions, not merely transactional approaches of matching skills, work experience, and compensation to job descriptions.
- Develop talent by acting as personal brand consultants. Staffing curators have the wisdom and experience to help candidates market themselves to companies through the latest best practices in resume presentation, video interviewing, job search coaching, and social media. Not only can staffing professionals help talent develop personal brands, they know the types of employers who would find those brands most attractive. They also know how to educate talent on the best usage of social media, as well as the optimal networks to use for specific employers, industries, and markets.



## Crowd Control and Compliance

When sourcing workers through the crowd, contingent talent and buyers establish a marketplace and enable an interactive process of bidding through services that offer identity and profile management, skills searching, resume matching, ratings and references, payment terms or negotiations, and more. The principal legal arrangement, however, is a contractual agreement executed between the freelancer and the buyer. In this scenario, issues of worker classification, government income reporting, and applicable tax withholdings are essentially left for the parties involved to figure out.

In our **Crowdstaffing** model, we mitigate our clients' exposure to labor-related risks and legal responsibilities. In this arrangement, a client has assurance of compliance with mandated laws and regulations, such as health and safety, workers comp, EEOC, citizenship and work permissions, statutory withholdings, and some degree of indemnity. In the open labor marketplace model, however, the platform can't assign or assume any labor-related compliance responsibilities.

One of the primary benefits of crowdsourcing comes from the access it provides recruiters and clients to an open marketplace. However, without adequate controls, exposure to labor-related risks can arise. As the curator of the **Crowdstaffing** marketplace,

we vet our recruiter partners and the talent they deliver to ensure high quality. Additionally, we become the employer of record for all talent recruited, protecting clients from potential employment risks and handling all aspects of compliance. We provide benefits to our workers and do not employ 1099s or independent contractors. We also coach our recruiter partners on business and entrepreneurship skills, providing them with support, mentorship, and training. The net result is that our model ensures a level of quality and compliance that doesn't exist in an open marketplace.

- Recruiter partners, while entrepreneurial, are not contractors or freelancers – they work exclusively with Zenith Talent.
- Zenith Talent remains the employer of record for all talent (W2) placed on client assignments, with co-employment risk mitigation strategies firmly in place.
- We provide our recruiter partners with direct access to job requisitions.
- While recruiter partners develop client relationships and communicate regularly with hiring managers, Zenith Talent manages client relations at a corporate level by appointment of account executives who are responsible for monitoring client satisfaction, defining business strategies for service delivery, providing support for issue escalation and resolution, and overseeing day-to-day operational management.
- Zenith Talent supports recruiter partners and clients with comprehensive administrative support:
  - Compliance and audit teams
  - Corporate billing and timekeeping
  - Contract specialists and support
  - Invoice compliance and reconciliation
  - Backend administration
  - Finance
  - Worker support, counseling, coaching, and mentoring

## TALK TO US NOW TO FIND OUT MORE

### Tomorrow's Talent Today

As a premier staffing company, we're passionate about putting the very best talent to work for you. Zenith Talent's unique Crowdstaffing model produces unrivaled results: delivering talented people, fast submission times, with infinite scalability for high volume hiring needs. We provide nationwide coverage and have expertise in IT, Engineering, and Professional positions.

Call us to plan the workforce of tomorrow;  
**we have tomorrow's talent today.**  
Contact us at 844-467-2300 or request  
talent at [zenithtalent.com/request-staffing](https://zenithtalent.com/request-staffing)

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