

# Taking the Long View

How does a staffing firm go from three former accountants working out of a small office, to an award-winning agency with nine offices across the US in just a dozen years?

Hiring the best people is part of Green Key Resources' formula. So is training them well and building a culture of teamwork and cooperation. But the most important part for the company is its focus on both the client and the candidate.

"Our team takes the long view. We may be filling an immediate need, but we look at the long-term needs of our clients, learning their business to better help them as a partner," said Randi Bleichfeld, executive director of business development. "We take the same approach with our candidates. We want to help them grow. Great candidates become great placements who continue to work with us for the long term."

It's this approach that has earned Green Key Resources a place on SIA's Fastest Growing and Largest Staffing Firm lists, and placed the firm number one on Crain's list of New York's largest executive recruiting firms, and at the top of Crain's list of the largest firms in Chicago.

Green Key Resources began in 2004 when Andrew Chayut, Robert Kahn and Matthew Kutin opened an office in New York City. Accountants who decided to change careers, the three met working at a search firm placing, naturally, accountants.

Initially, they focused on permanent placements in the accounting and finance sector. It wasn't long before they added financial services, office support, human resources and healthcare. Later, the three partners expanded into temporary/contract staffing.

Today, Green Key Resources places temporary/contract and permanent candidates in all those areas, as well as in IT, pharmaceutical, legal support, creative, hospitality and engineering technology.

"The healthcare and pharmaceutical sectors have been growing rapidly for us," Bleichfeld said. "Last year, we opened our office in North Carolina's Research Triangle specifically to focus on pharmaceutical recruiting, expanding our national pharma business and complementing our physical offices in NYC, Chicago and Orlando. Being close to our pharmaceutical clients, who all have offices in the



Green Key Resources



area, as well as to the many biotech startups there, helps us serve them more effectively."

"This summer we expanded our healthcare presence opening new offices in Tampa, Florida, and just outside Minneapolis," Bleichfeld added. Both offices fill clinical needs for permanent and temporary and contract workers in nursing, health information management and allied healthcare for facilities nationwide.

Green Key Resources has an internal staff of 215 working out of headquarters in New York City and in Chicago, Long Island, Maryland, Massachusetts, and Orlando, in addition to the branches in Tampa, Minnesota and North Carolina. They work with more than 1,000 contractors and consultants, in addition to making perm placements.

The six keys to Green Key Resources' success:

- Focusing on the long term.** "This has been a cornerstone since day one. We aren't just filling a job; we're meeting a need and helping our clients grow," Bleichfeld said. "It's not just the right thing to do — it's a wise business strategy since it drives repeat business."
- Great people with diverse experience.** "We've hired some really talented sales people and recruiters," Bleichfeld said. "Having a diverse group of professionals helps us when we begin looking at new verticals. We start groups around

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someone who is currently working in that area. We make sure we understand what tools, technology and staff the person will need to be successful — and then we provide them."

- Reward teamwork.** With temporary and permanent positions filled by different teams of recruiters, it is essential they work together as a team, Bleichfeld said, because often they will be working for the same client. "We figure out a fair way for our teams to work together, since it's the client who we're all working for."
- Helping candidates grow.** It's important to have a great candidate experience, Bleichfeld said. The goal is to help candidates develop and grow so they will want to work with Green Key Resources again when the assignment ends.
- Cross-selling.** "We do a tremendous amount of cross-selling — we really make sure our teams know what everyone around the firm does," Bleichfeld said. It is so important that clients know how Green Key Resources can help with their current need as well as in other areas, that one of the partners focuses on helping train the sales people in the art of cross-selling and helps facilitate communication among teams.
- Networking.** The firm's recruiters and sales professionals stay on top of the industry and on top of each of the verticals by constantly networking with their peers, attending professional conferences and staying in touch with candidates they have placed. "That helps us identify top talent and up-and-comers before our competition does," Bleichfeld said. It also helps the firm's leaders stay on top of industry developments.

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