

Episode 9: Doing recruitment well for injured clients with Lara Crombie, Finders Keepers Recruitment

Shabnam 0:05

Welcome to the Psychology of Case Management podcast: the show that helps you use psychological ideas to strengthen your relationship with your catastrophically injured clients and their professional networks, so you can achieve more for your clients and feel more fulfilled in your role.

0:20

So, welcome, everyone to the Psychology of Case Management podcast! Today, we are going to be talking about recruitment. And trying to understand a little bit about what this is. And in my opinion, it's a crucial process in the role of being a case manager, and Personal Injury work. But obviously it's important for our personal injury professionals in general – our solicitors, deputies, etc. – because we're all trying to maximize those outcomes for our clients. So not just because we know that care is the single biggest component of any high-value claim. But really because a good care package, with the right people who provide that consistency of care, and support the MDT goals for the clients, will ultimately mean better adherence to rehab goals. And I'm also very aware that, as a case manager, I've struggled in the past with recruitment. But today I'll be talking to Lara Crombie, from Finders Keepers Recruitment, who has always been an absolute godsend when it comes to recruitment. And so I absolutely had to have her on the podcast to talk about what it is that she does that makes it work for case management. So Lara, welcome to the podcast!

Lara 1:49

Thank you very much, Shabnam. Thanks for inviting me, and thank you very much for describing me as a godsend. I'll take that.

Shabnam 1:58

Take it – it's true!

Lara 2:00

At my company, Finders Keepers Recruitment, we specialize in the recruitment of carers and support workers for personal injury clients. We work with case managers and deputies, the clients themselves and indeed their families to to achieve that goal.

Shabnam 2:17

Yeah, and that's that's exactly why we come to you! You're a real niche, aren't you, in this recruitment world, which I've got to say I hadn't realized that it makes a difference. I thought recruitment was a case of just going to anyone who can provide a recruitment process to find someone for our clients. I didn't think that it needed that element of niche-ism, if that's indeed a word.

Lara 2:43

Well, it's a good word, I like it! Yes, I think we are a niche company. That's absolutely right. And our specialism is in recruiting for adults and children who might have conditions such as cerebral palsy, acquired brain injuries... a variety of complex needs. We understand that client group from our experience of working with them; we understand their needs, the needs of their families, and we also understand the needs and requirements of the case managers and the deputies that we work with. We only work in the care sector, because we feel that that's where our expertise and knowledge is best utilized. And we find when we talk to the case managers and deputies we work with, that they get a very different experience working with the company like ours, rather than a more generic recruitment company, because we understand the sector, and we understand the dynamics involved.

Shabnam 3:44

Context is key. I think that's my new favourite phrase. But I really think understanding that litigation context just helps navigate the priorities and... what is needed overall, in recruitment, because it isn't just about placing someone in a job: it's so much more than that, isn't it? And you know that because this is your niche?

Lara 4:06

Yes, absolutely. And we understand the litigation process as well, in a way that you may not get with a more generic company. And we understand the fact that sometimes it's very important to build a care team very quickly for the litigation process, but more than that, it's important to build a sustainable care team because of the cost implications there.

Shabnam 4:37

I mean, I always think recruitment as a case manager, is still a little bit of a mystery to me, and I don't really know how you do it, and I got a sneaking suspicion I may not be the only one! I'm wondering if you could run us through the process of recruitment, and within that, what it is that is unique to the litigation context.

Lara 5:02

So I think what we do, that doesn't always happen in all cases with recruitment is we take time at the very beginning of the process, to get to know and understand our clients and their families. And we need to know what's really important to them in recruiting carers. Often we will work with the case manager on that. But often family members, particularly where the client is a child, very much like to be involved. And we have built that into the process, because ultimately, the parents will decide whether or not they want to recruit a candidate that we put forward. So we need to understand exactly what they're looking for. And, and work on that. And the conversations that we have with the case managers, and the families really help us to understand what they're looking for. And we often find that it's great to have specific experience in certain areas. But more often than not, it's the aptitude and the attitude of the person. That's the most important thing, alongside the 'fit' with the family.

Shabnam 6:20

Oh God, literally, for me, that is so true. There's something about sort of values and general personality, that is so crucial, but they're really hard to measure.

Lara 6:36

Yeah, that's really true. I mean, we would work with the family, and the case manager on a job description, a person specification, and an advert using the knowledge and experience we've acquired over the years. But often it's about the psychological qualities or the attitudes of the candidates. That's the most important thing. And I suppose we're looking for people who've got a 'can do' attitude, they're willing to learn, they're empathetic, they'll fit with the particular family or clients. They're flexible, they understand all of the issues around working in a family home, which might be different from experience they may have had previously of working in a care home, for example. And often, one of the things families say to us is that they want someone with a sense of humour and a sense of fun, and that you can only really get to that by having a conversation with the person: you know, you can't get that from looking at a CV.

Shabnam 7:45

I mean, as a psychologist, of course, I would say, I wonder if there are any psychometrics out there that might be valuable. And I'm actually curious, I don't think I've ever asked you this before: is there a role for psychometrics? I don't mean like the ones that a big corporation might use – Myer Briggs, or something like this – but I'm just curious as to whether that's ever been something that seems appropriate in our line of work, in this litigation context?

Lara 8:15

Yeah, I think the right type of psychometric test could probably be a useful tool, definitely something that I'll have to look into - it's not something that we've used. But I think the most important thing is just the feeling that you get with the conversation that you have with that potential recruits: you get a vibe from them, a feeling about them, and their personality and their values. And I think that's best picked up probably in a conversation.

Shabnam 8:51

So there's something about intuition, and being intuitive about a sense of that person, as opposed to it being a hard science, really.

Lara 9:00

I think that's absolutely true. You can write a great job description and person spec and the person can, in theory, tick all the boxes. But if they don't have the right personality that fits with the client and their family, it's not going to be a sustainable placement.

Shabnam 9:20

No, that's very true. I'm just thinking, when you talk about intuition and getting a feel for them, and doing that through conversations, and of course interviews as well, I'm interested in what you might say about what the interviewers, if you like, bring to that process. Because sometimes I think recruitment is always deemed to be something that is done, effectively, to other people. And so you are looking for other people, and that those people have to be the right people for this job that you've described. But the match and the fit is a perception thing. And the perception is in the perceivers! You know, that's a process within the perceiver. So as a case manager, as a family member, we're going to bring our own needs, our own biases, our own preferences to that analysis that will feed into, obviously, our intuition as to whether this person is going to be a good fit or not. And I'm just wondering if that is something that you've come across? I know I have. But I'm wondering if it's something that you have come across, as well?

Lara 10:41

Yeah, very much so. I mean, I think unconscious bias is something that my business partner Amanda and I have discussed, and it's something we try to be aware of when we're carrying out our screening interviews with candidates. But I've also come across this in some of the families that we're recruiting for. And I feel sometimes it's our role, particularly when we have developed a more personal relationship, and we're working more directly with the family members to challenge some of their views. Sometimes, for an example, they may have perceptions about genders of carers and a preference towards a particular gender. And it's our role, I feel, to try to challenge that, and see whether or not we can persuade them that they should be looking at the personal qualities and the skills and experience, and aptitude and attitude. They're what's important. It's not, for example, the gender of the person.

Shabnam 11:52

Or indeed, the race! The race one I find really tricky, I have to say, I've been in a situation where a client has basically said, I don't want anyone who is of colour. And you know, we all know I'm brown, and that I just find it like, it's such a strong belief and desire. But even the the sensitivity of saying that in front of someone who is of colour, really, it put me in a very uncomfortable position, I have to say. But ultimately, they're racist! And what then I had to do with that was probably another story for another podcast. But I guess we get put in uncomfortable positions in our roles: you in recruitment, me as a case manager, and of course, how we then feed that back to our solicitor and deputy counterparts, is really... it's got to be something that we as a profession, or as a group of professions have to uphold and say, actually, we don't... isms are not... there's no place for that here. But it's really tough when you said earlier that it's about getting people in quickly, and getting the right fit. And actually, if someone is racist, where do you go with that? The good fit is not to have someone of colour for him, actually, or to have a male or female where they want the opposite. And so it's really tricky. And I think the impact that has on us as professionals is profound and, like I say, probably another discussion for another podcast. But thanks for raising that. The unconscious bias element, I think, is really, really important. It's something we will to be probably quite thoughtful about. But you know what? I digress! I asked you about what the recruitment process was, and then I've gone off on a mad tangent. Let's bring it back. So you said about getting that fit and about the attitude and the and the attitude and writing job descriptions and, and adverts, etc. to attract the best candidates. Tell me what you then do, after that.

Lara 14:04

Once we've got to the point where we've got a job description, we've got a person specification, we have an advert. And just one thing to add about the adverts. We don't use only traditional methods to try to attract candidates: we're very active on social media. And we've had some really good results from using that.

Shabnam 14:33

When you say traditional, do you mean like adverts like in a newspaper? I don't know, do people do that?

Lara 14:40

Very occasionally, these days. Newspaper advertising is actually pretty expensive, and not hugely effective, in my opinion. But I think for a long time many recruiters have relied on just putting an advert on one of the well-known job boards and leaving it there. And you can be lucky and find candidates that way. And that's one of the methods we use. And, increasingly, social media. You know, people will be looking at that, perhaps in the evening, and see something that appeals to them, that they wouldn't have actually gone to look for a job, as such, but they just see it and think, "Oh, that sounds interesting. I'll ping a message across to this person and find out more about it," and that that can work really well.

Shabnam 15:33

So would you say that – and this is again probably veering off a little bit, so forgive me – but it isn't a case, then, of people saying, "Right, I need a job," waking up and then doing a hard search? That's part of... some of the candidates that come through that route, but actually, it's just by chance, because that's how people acquire knowledge and information these days: it's through those social media channels. And so it is just a case of 'far and wide'. And if someone, perchance, sees that advert and applies, it doesn't make them any less suitable, necessarily, than someone who's come from that more traditional route into an interview, or at least applying for a job?

Lara 16:20

No, definitely not, Shabnam: we find that good candidates come through all different sorts of routes. And there might even be, sometimes – well, in pre-COVID days, we would do things, for example, like provide a poster that could be put up in local community centres. Sometimes somebody might see that and just think, "Oh, that sounds an interesting job," particularly as many of the care jobs are often part-time. So people might see that and think, "Oh, those hours will work with me, around my other commitments," and they'll go for it – but certainly doesn't make them any less valuable, or any less good candidates than people who have come through a more traditional route of seeing a job advertised on a job board and then sending in their CV.

Shabnam 17:12

And is that the best way for people to express their interest in a job, through their CV, or is a tailored application form considered a good way?

Lara 17:24

We will often look at CVs at the first point, but I think it's something that we're very aware of, is great carers don't always have great CVs... or any CV, in fact. So, sometimes we will interview somebody, if we get a feeling that they are a suitable candidate and have the qualities we're looking for. And they might not have a CV at that point. In which case, we'll have an initial chat with them, and if we want to pursue it, we'll ask them to fill in an application form. And we get them to fill in a form later on in the process, even if they do have a CV, because we'll be asking for certain information that we'll need later on as they move through the process.

Shabnam 18:11

Okay, yeah, that's helpful. Thank you. So what then?

Lara 18:16

We do screening interviews with people that we think are suitable. Beforehand, we will draw up a list of questions that we want to ask them about their skills and experience, and general attitude and aptitude for the role. Clients often say to us that they like carers who are bubbly, and have got a sense of humour. So we might have a little bit of banter with them to check that out. They're quite informal events, our screening interviews, because we want the person to be as relaxed as possible: so that they'll reveal as much of themselves as they can, and then we get a really good feel for for them, and whether there'll be a good fit for the client. Plus, we find people often apply for jobs without fully reading the advert. So maybe they actually work the hours that we need them to work. Or maybe it says in the advert that the family has got cats, and they don't like animals. So all those sorts of things come out in an interview. And this just means that by the time we're ready to put those people forward to the case managers, and/or families of the clients, we have got a pretty good idea that they will be a good fit for the role. And many of the case

managers that we work with regularly, they say to us: if you're happy with someone, just put them forward and we'll arrange an interview. If you're happy, we're happy. And so that's how we get on to that stage.

Shabnam 19:57

And that's the first time that you would be feeding back to the case managers, in the event that the process has been smooth up to that point?

Lara 20:07

Yeah, absolutely. I mean, you guys are busy people, we know that. So, once we've done all the background work, and we have all the information we need from you, and we've placed the advert, and we've started the process, we might send you a quick email to give you an update: "Tomorrow we've got four people to interview." But other than that, we don't bother you at that stage until we've got some candidates to put forward to you. And then we'll work with you to arrange the interviews, set everything up for you, check that the candidate is still planning on attending – the day before, or even a day off, depending on the time and make sure that all of those things are in order.

Shabnam 20:56

Yeah, and that is such a godsend, I have to say! I remember recruiting in the early days when I worked for a bigger organization, before I developed my own version of all of this case management work, and just how complicated that got. I don't have an administrator-type brain; I know where my strengths are, and that's not it. So it's always really helpful, that that is something that *you* organize. And you just basically send a timetable, don't you, saying: this time, this place, you know, be there! And here's some information about them. It's such a weight off my mind, certainly. On average, if you can say, how long from the moment that we instruct you and say, "Right, we've had all the funding approved, and we're good to go, Lara, let's run with it," to the point of saying, "Right, we now have x number of candidates," having gone through this vetting process that you have just described? How long could that be? Maybe a range, rather than an average, might make more sense?

Lara 22:11

Yeah, yeah. I mean, there's so many variable factors. I think the most time-consuming part of the job is probably the beginning bit, from the engagement. So once we're engaged by usually the deputy, at that point, then we'll start working with the case manager on the advert, the job description, the person specification. And how quickly that works will depend on other commitments that the case manager has going on at the time, and also how involved family members want to be: that can add some time on. But generally, from the point where the adverts have gone live on the various platforms that we use, we would say an average of about 10 days, till we're saying to you, "These are the five candidates we've got to put forward to you, and let's arrange the interviews."

Shabnam 23:13

Wow, that's quick. That's fast work. And obviously, I know, because this is been your experience with me, I'm sure, where obviously one variable is how quickly a case manager will respond to that job description, the job adverts and all that paperwork side of things. And obviously, some of that has to be checked over by the deputies, in some cases – not always. But the paperwork element I find really stressful. You make it a lot easier, I have to say, but I do find that... because the job description is not just something to attract people to the job – it has ramifications! The whole contract is based on the job description. If there is any dispute about the job role, it will come back to that document. Not so much the advert, but certainly the job description and the person specification documents. And that's the bit that I can be a little bit avoidant

if I'm honest, and I think you know that from working with me. I'm a lot better at it now. But there was a time I just thought... I didn't really understand the implications of it. Now I do, I feel the pressure of it. Do Finders Keepers... is it just because of me, or is this part of the service that you offer, that you coach us through that element of it?

Lara 24:32

Yeah, definitely. I mean, it's a really important element of the whole process to get right. But it is time-consuming, or it can be initially. But some some of our case managers we work with will have a great job description that doesn't need anything very much doing to it, and others need need more work. But of course once we've worked on something with one client, then we have a basis of something that we can tweak certain elements for other clients. And the same with the deputies, you know, and that goes with contracts as well, later on in the process. Once we've done a contract for one member of staff, and that's been approved by the case manager and the deputy, then we've got a template that we can use for other people within that team when they come on board.

Shabnam 25:27

And I suppose that's where your niche market comes in. Because you obviously are borrowing information from the whole of your caseloads, and presumably any one job description is going to benefit from the learnings of the recruitment process with other clients as well. And so you've become really quite expert at recruiting in this domain and in this field.

Lara 26:04

Absolutely. And we also have an HR associate who works with us at Finders Keepers, so that if there are any particular queries that need real expertise from an HR perspective, we have her there to help us with it. Or things like problems that occur within teams of an HR nature. If you have an issue in the team, it needs to be sorted out quickly and correctly. And she can work with people on that and get things resolved very, very speedily.

Shabnam 26:43

Yeah, that's amazing. So you are a sort of one-stop shop in that sense, from recruitment through to HR team management matters.

Lara 26:53

Yes, yes. And when we've made a successful recruitment of a candidate, we can work with them, and with the case manager to do all of the onboarding work, for all the checks that need to be carried out, sending an offer letter, sending a contract to liaison with the deputy, liaison with pay roll, all of those things. And we find that when we do work on that, with candidates, it's helpful, because we've already built up a bit of a relationship with them. And sometimes some candidates can be a little tricky, shall we say, to get what you need from them. And because we have that relationship, it's easier to call them up. And get them on board with providing all of that information, so we can get the offer letter off and then get the contract off.

Shabnam 27:49

Yeah, again, it just makes life so much easier. So we as case managers, and solicitors and deputies can focus on the other aspects, once someone's on board: how to train them and all that kind of stuff, we can focus on that, knowing that the recruitment and onboarding is in hand, really.

Lara 28:06

There are different stages in the process, but we'll work through all of them with you. We'll always keep you informed about what's going on, without overburdening you with unnecessary information that you don't need at a particular stage in the process. And I think we understand, as recruiters in this sector, that a good care team is critical to the case manager, the deputy and the professionals involved, in them better being able to meet their clients' rehab outcomes. The care team are the cornerstone, really, I think.

Shabnam 28:48

So good to hear you say that, it really is, because it's true! And it's really important that the people that we've got recruiting understand that. So it's brilliant that you say that.

Lara 28:59

Yeah, and it's not only about *finding* people for our clients: it's ensuring that they're going to stay as far as we possibly can. And our tagline at Finders Keepers is 'finding your keepers'.

Shabnam 29:15

Oh, nice. I didn't even notice that! That's beautiful.

Lara 29:19

We need to make it more prominent, clearly! But we understand that if you have a sustainable job placement, that better facilitates the work that you're doing, and that the deputies are doing, and ultimately is better for the clients.

Shabnam 29:38

100%. So what are the pitfalls that we can come across? So we've talked about all the lovely version of how recruitment could go, but we all know that there are parts that just aren't as smooth and there are aspects that perhaps make your job that bit harder, that perhaps we as case managers need to maybe understand.

Lara 30:00

Yeah, I think probably the key thing is that sometimes case managers and families feel that they've worked with agencies or companies in the past that haven't delivered for them. So we're up against it in trying to persuade them that we're different. And we hear things like "too expensive," "They didn't understand the brief," "They didn't put forward suitable candidates..." Often, if they've gone to a larger company, every time they phone up they're speaking to someone different, who might not know the background. Whereas there's just two of us working on the recruitment, so both of us know exactly what's going on. So if you get either of us you can feel confident that we'll be able to work with you.

Shabnam 30:57

A bit like estate agents, I think, sometimes. You know, recruitment and HR is a bit like: you kind of need them, but you don't always trust them, maybe? I don't know, maybe that's a bit harsh to say.

Lara 31:10

Yeah, recruiters often get a bit of a bad press.

Shabnam 31:13

Yeah, yeah, for sure. And one thing that I try to understand from the conversations that we have on these podcasts is what we as case managers and solicitors in the PI world, what can we do to facilitate a successful recruitment campaign? What three things would you say, "Gosh, if every case manager and solicitor did this, oh, it would just help." Because for me, it's about empowering the system. It's not just about you doing your job, and somehow magically feeding in (although it does feel like magic) feeding into the needs of this client, and how we as case managers how we, as solicitors, and deputies can facilitate that process for this shared goal of getting a good-fit, sustainable person in the job, or people in the job?

Lara 32:07

Yeah, I think one of the key things, if not the most key thing, is for case managers to put the time in with us at the beginning of the campaign: to work with us on briefing us about the client's needs, their personality, family dynamics, if that's available, pets and anything else that we might need to know, even down to dynamics within the existing care team. Don't leave anything out, tell us everything!

Shabnam 32:40

And you're quite good at eliciting that information, at least you are from me.

Lara 32:45

Yeah. Because we know from experience that sometimes if we haven't had a particular piece of information, that can come back to bite us later. And even if it's something that's a bit difficult, perhaps about the client or a member of their family, it's better that we know. And then we can work with that information. And then I think the other the other thing is, you know, we fully understand how busy you guys as case managers are, but once we've done our screening interviews, please be available to see the candidates we put forward to you quickly. And that can be via Zoom and at the moment, with COVID, often is, and usually is. Because if that doesn't happen in a timely way, then we run the risk of losing good candidates. Because if we interview somebody and we think they're good, you can bet that other people would also think they were good, and want to make the... So we need to get them quickly, as it were.

Shabnam 33:53

And that could be within a few days of placing an advert, potentially.

Lara 33:59

Very much so. I think speed is of the essence. And when we place our adverts, we will get most of our interest within the first few days. So we need to work quickly once we've done our telephone screening interview. And I have to say that you guys at SBK are very good about understanding that and working with us: you'll just tell us when, and then we can sort everything else out for you and then just give you a timetable. But that's really key. And then I think the final thing I would say is: help us to work with your clients and their families. Sometimes the clients or their families have a really fixed idea in their mind of the care they're looking for. But if they can be a little flexible in their thinking – and we can we can help them to do that – they might find someone who's a really great fit for them, albeit they're different from the idea of the person they originally had in mind.

Shabnam 35:05

Yeah, I can see that... particularly with the bias question, or the point that we made earlier, I think that comes into play there. Amazing. Thank you. That's really helpful, because I think, you know, we are active agents within that recruitment process. It isn't outsource and then that's it, we just sit back and wait. And I think it is very much a partnership – where you are leading, as recruitment, but you do need case management and solicitor involvement, when required. So that's really helpful to hear that. So thank you for that. So, I think we're probably coming to the end of our podcast, which is a shame, because there's so many things that I feel we could talk about, but we're gonna draw... every good thing has to come to an end. If you were to summarize the whole of this conversation for us, what would you say were your points to summarize everything together and take home with us.

Lara 36:09

I would say, if you are looking to recruit carers or support workers, use a small, niche specialist recruitment company that understands your sector. Be really clear on the needs and requirements and wants of your client and family, and convey that to us. I think it's important to recruit primarily for attitude and aptitude. And bear in mind that skills can be learned and people can be developed, but the attitude and aptitude has to be right. And repeat recruiting can be an expensive business. So ensure at the start of the employment, the expectations of your new recruit are clearly laid out, and the training and supervision are planned in. If you do those things, then then they're more likely to stay and become a sustainable job placement.

Shabnam 37:10

Absolutely. Gosh, that's really helpful. Thank you. I feel like this is just a really helpful discussion to help us shape what goes on, in addition to what we directly do as case managers and solicitors. And to give us a little insight into what happens behind the scenes: why you do what you do. For me, that's really important. Once I understand the *why*, I feel much clearer, and it's much easier to maintain client momentum with recruitment, because I think sometimes it can be a bit protracted can't it, if it's a tricky role that you're trying to apply for, or if the client has specialist needs. So, for me, I think, where we as case managers and solicitors are juggling lots of different aspects of the client's needs, and their goals and priorities, this isn't something that we can wholly outsource, because we still need to have an involvement in it. And it may not be practical, but it certainly would have an emotional element of managing expectations, which can only happen from talking to our recruitment agent, and supporting the family and keeping solicitors and deputies connected with that. I mean, I find you guys at Finders Keepers great with that communication, helping us: I don't even have to try hard with you guys, which I really appreciate. It just sort of lands in my inbox, with a little summary of everything. And if you want to talk about 'pain points', that's one of my pain points: just wanting to know that the recruitment is going all right, because the client is desperate for it. So tell us, how do we get hold of you, Lara, and your counterpart, Amanda?

Lara 39:02

Ok, well, you can look at our website, which is www.finderskeepersrecruitment.co.uk. You can drop us an email on enquiries@finderskeepersrecruitment.co.uk. You can give me a call: 07930 386790, and we'd be very happy to chat to you.

Shabnam 39:26

Amazing. Are you on social media? My favourite place to hang out these days is LinkedIn. I'm not even gonna pretend. Are you hanging out where I'm hanging out?

Lara 39:34

Yeah, you can find our page on [LinkedIn under Finders Keepers Recruitment](#), also on [Twitter](#) and on [Facebook](#).

Shabnam 39:44

Sweet. That's amazing. Thank you once again, Lara Crombie from Finders Keepers Recruitment.

Lara 39:51

Thanks very much, Shabnam, for the opportunity. It's been lovely to chat to you this morning.

Shabnam 39:57

Not at all. And thank you to everyone for listening. Look out for more episodes on everything related to case management, and the psychology of. All right, all the best for now. Bye-bye!

Before you go: if you enjoyed the episode today, I'd really appreciate it if you could rate it on whatever platform you're listening on, and share and like on your social media profiles. Word of mouth is the best way for us to grow and to be a continuous resource for all. And if there's any topic you wish for us to cover, please drop us a line on our website. Thank you so much for all your support.

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