

The Evolution and Promise of Integrated Talent Acquisition Management Solutions

Presented by:
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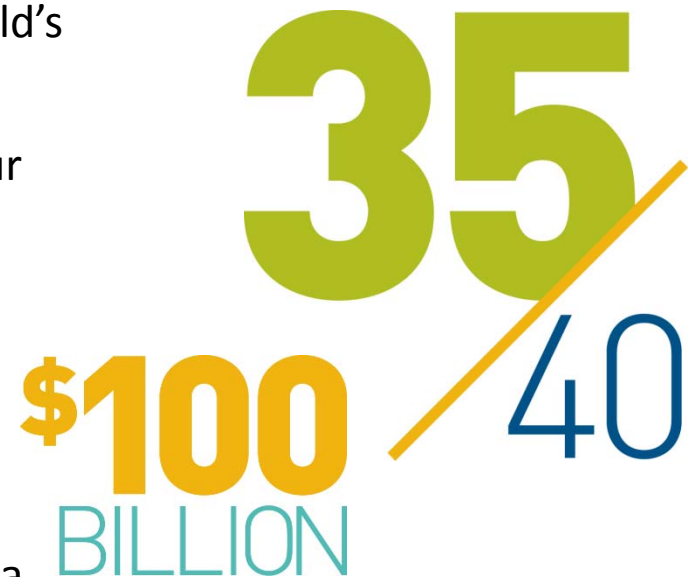
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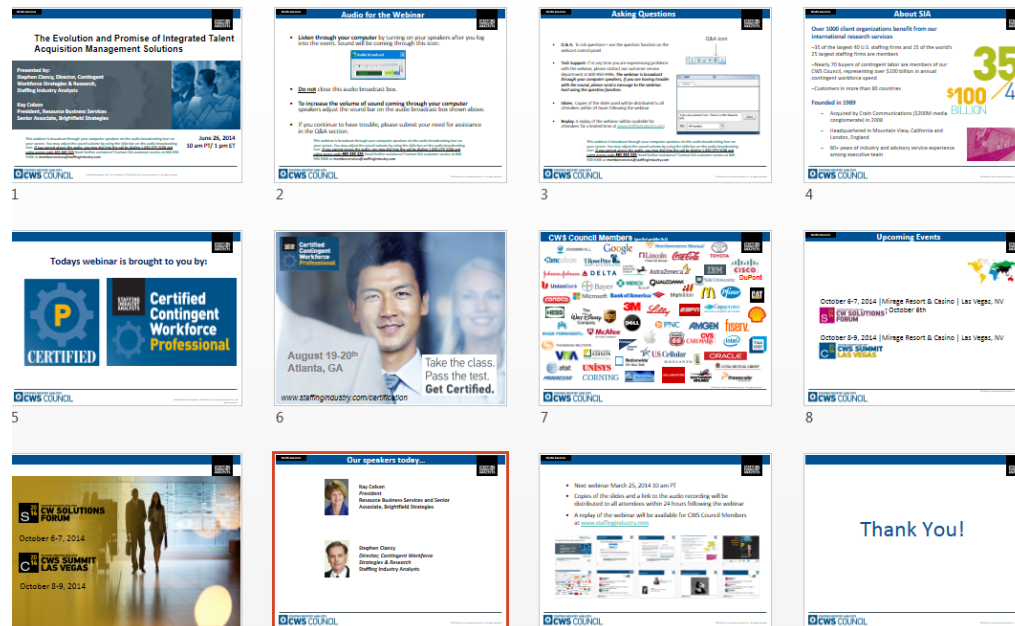
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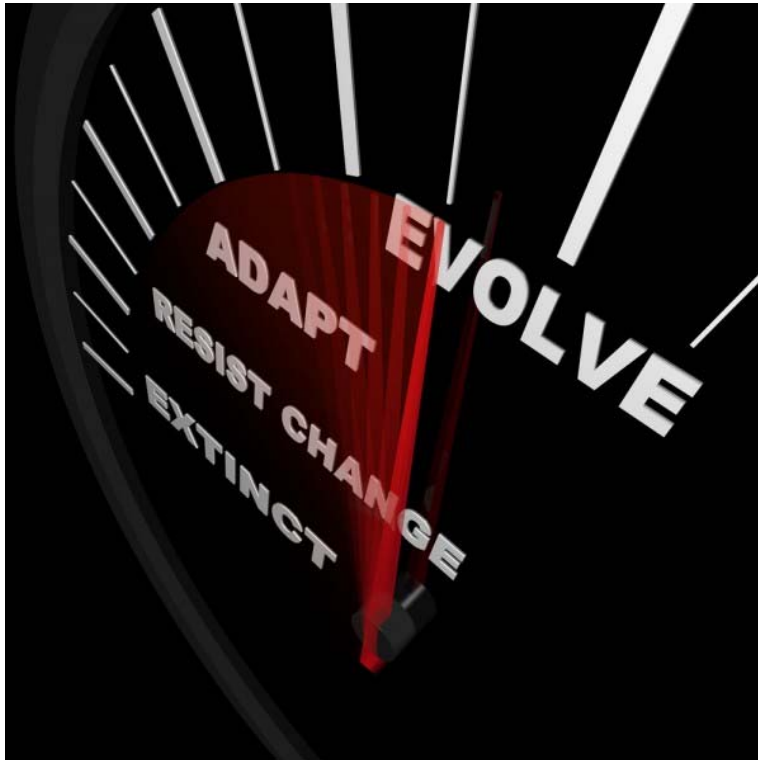


Stephen Clancy

***Director, Contingent Workforce Strategies &
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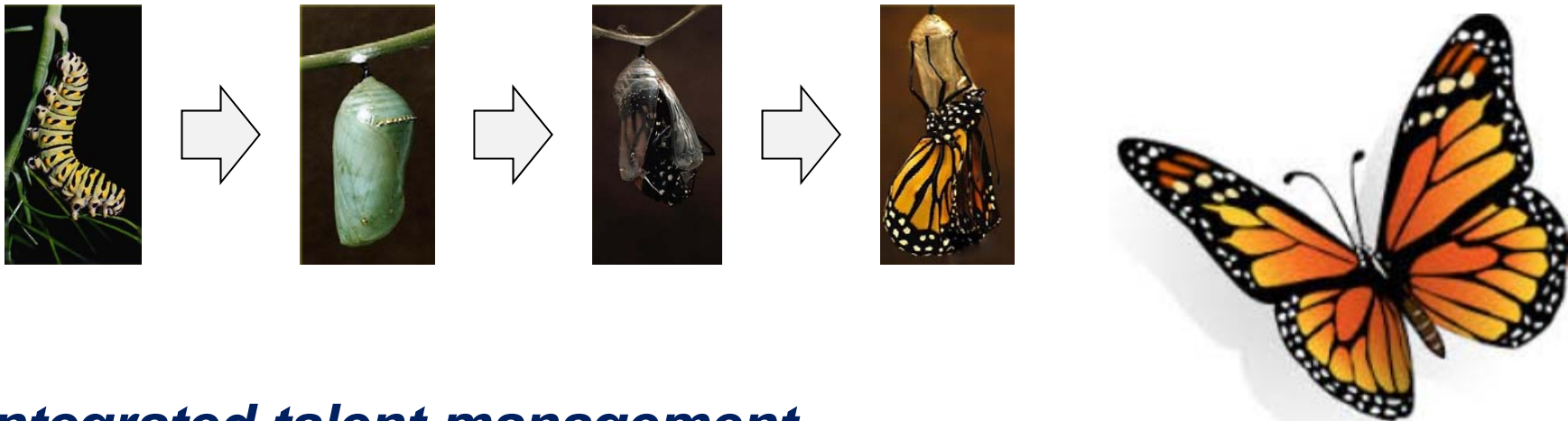




The **Evolution and Promise** of *Integrated Talent Acquisition Management Solutions*

ev·o·lu·tion, *the gradual development of something, especially from a simple to a more complex form*

Synonyms: development, advancement, growth, progress

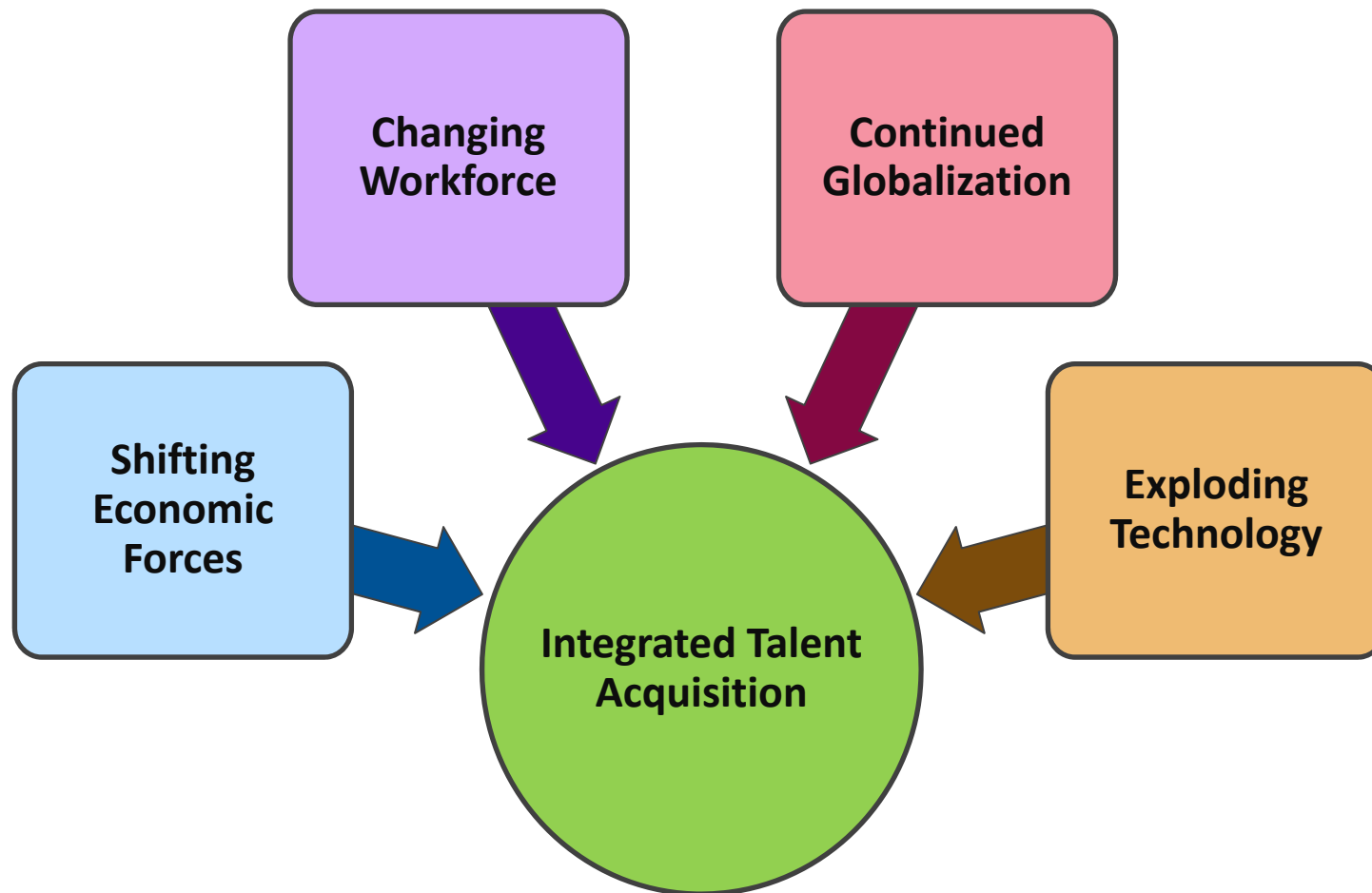


Integrated talent management

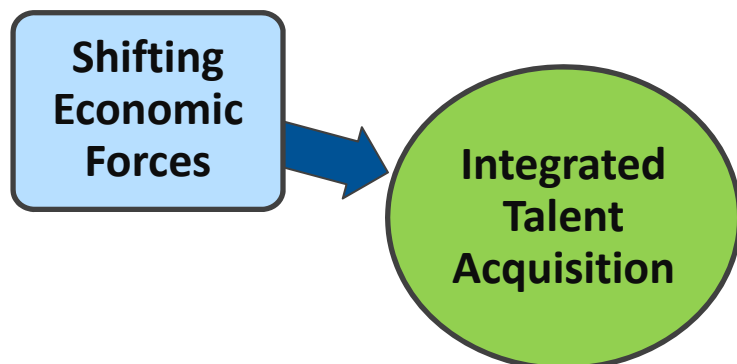
A development journey

Three to five years to full capability

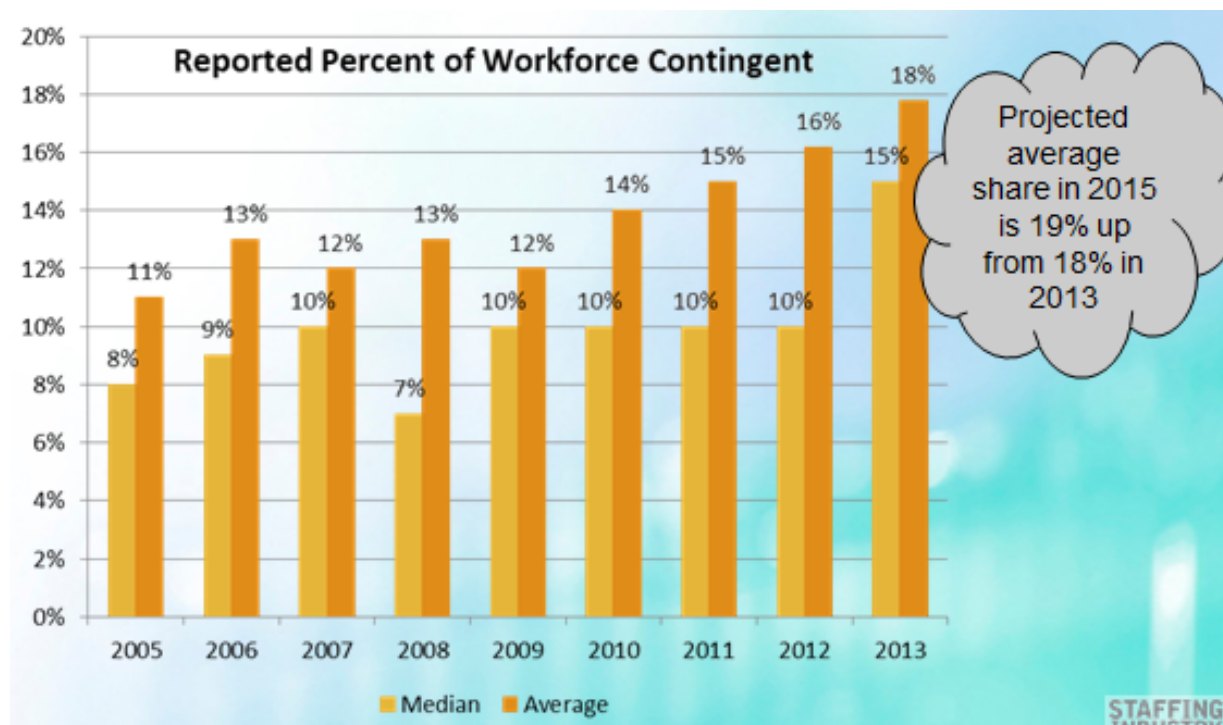
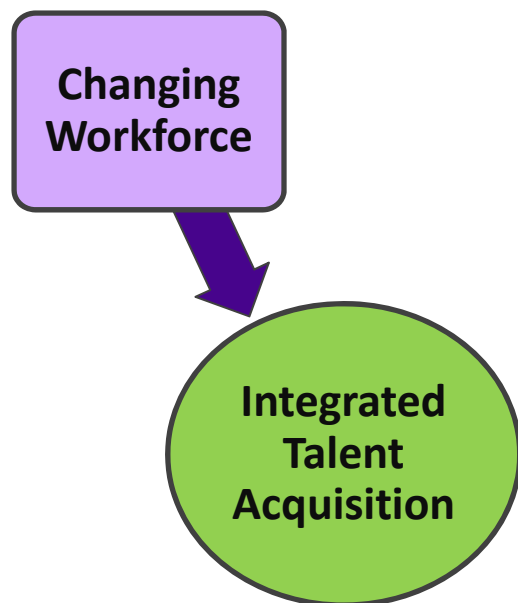
Finding Talent – What is different today?



Finding Talent – What is different today?



Finding Talent – What is different today?



Finding Talent – What is different today?

The Financial Times Ltd

June 12, 2014

Nations Fight Global War for Talent

by Maxine Boersma

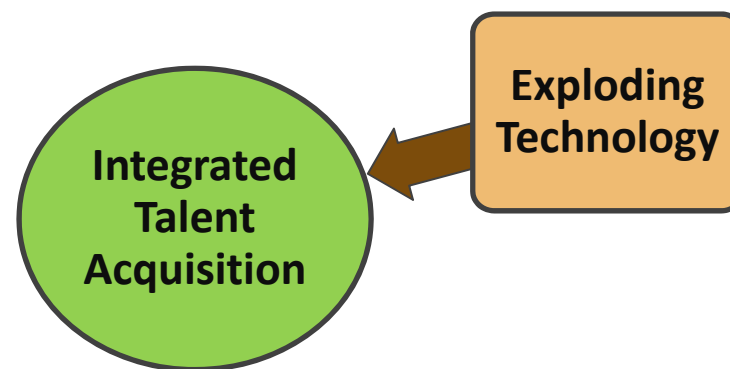
Muhammad Hazim left [Malaysia](#) for Coventry and the promise of an accountancy career. Now his home nation wants him back. The fast growing southeast Asian country needs him – and thousands like him – as it seeks to address a “brain drain”, or emigration of skilled professionals, that threatens its ability to fulfil its economic and development goals.

Continued
Globalization

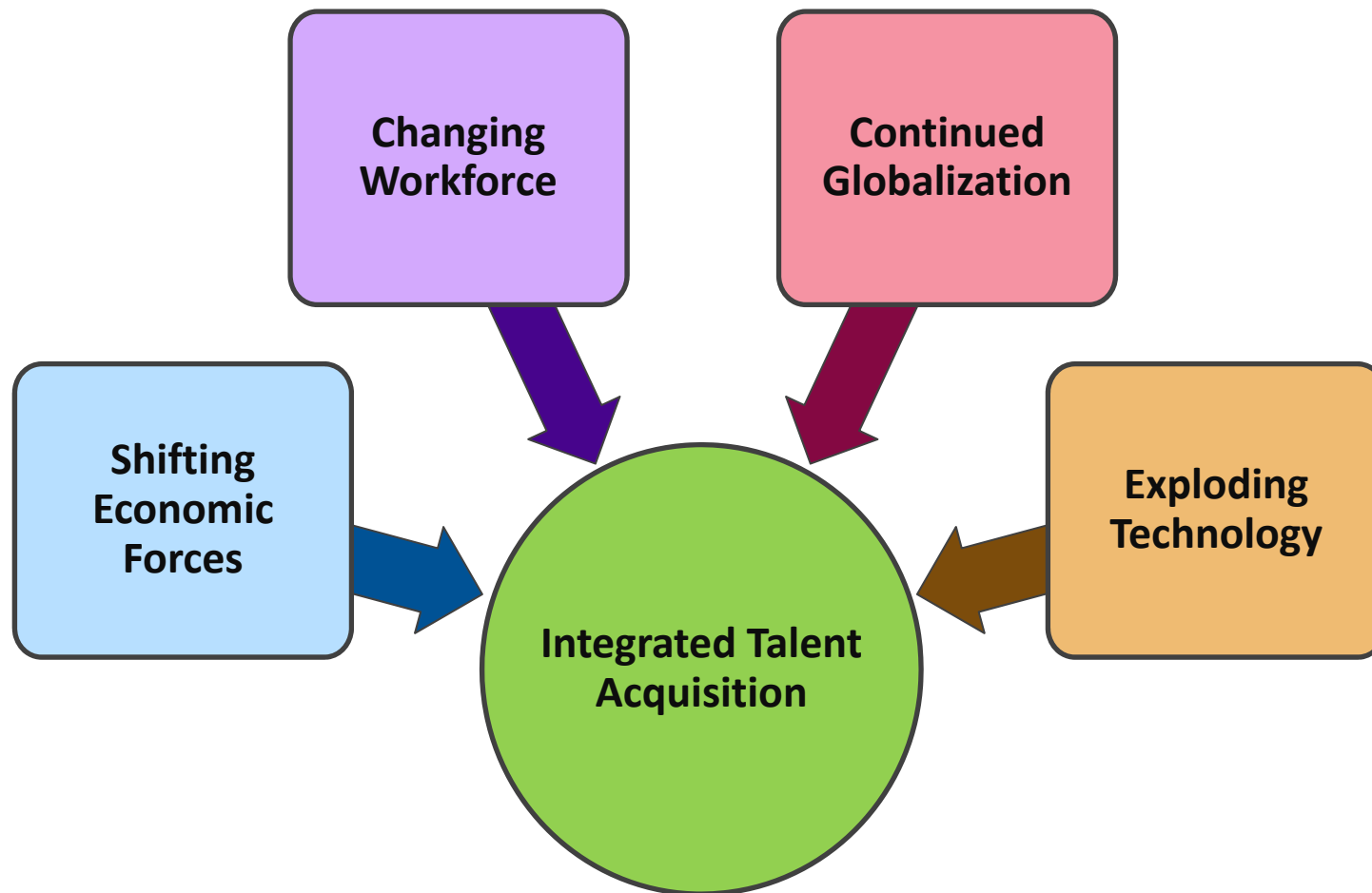
Integrated
Talent
Acquisition

Finding Talent – What is different today?

SoMoClo



Finding Talent – What is different today?



Prediction: **50% of an average company's workforce becomes non-employees**

When? Some prognosticators say **by 2020** ... others are more aggressive ... **by 2015**

Companies of 1000+ workforce ... smaller companies engage contingent workers too

New Workforce "Mix"



Oil and Water becomes a "Blended" Workforce Milkshake

Integrated Talent Acquisition Solutions – Why the interest?



Polling Question.....

What are the top three reasons you are interested in an
“Integrated Talent Acquisition Solution/Program”?
(Choose Three: Order is not important)



Integrated Solutions – Benefits?

Integrated Talent Acquisition Solution – Value Delivered

Financial

- Greater efficiencies and leverage of recruiting assets and process
- Optimization of current trusted partner relationship versus investing in a major new platform
- Maximum utilization of potentially “underleveraged” talent

Operational

- Greater flexibility and agility to meet changing needs
- Better informed deployment decisions through comprehensive reporting, analytics, business intelligence
- Ability to acquire talent through worker preferred channel
- Recruiter knowledge shared across single talent pool

Strategic

- Better workforce aligned with overall business strategy
- Demand management driving “work” versus “people” thus connecting “workforce planning” with “output management”
- Real competitive differentiation

Current vs Integrated Solutions – Obstacles?

Below is an overview of traditional market approach; major differences which complicate any integration effort are shown in **RED**

How does your program compare?

Component	Employee TA Management Programs	Contingent Worker TA Management Programs
View of Worker	Employees perceived as primary workforce	Contingent workers perceived as scalable resource
Program Ownership	Human Resources owns and manages Procurement assists with contract	Procurement typically owns and manages Human Resources and the business unit also may
Program Management Maturity	Maturity/capability vary highly from company to company Recessions, layoffs and benefits reductions have greatly impacted this function over past 15 to 20 years	Maturity/capability somewhat consistent and generally very established overall
Technology	Applicant Tracking + Req Mgt System (ATS/RMS) CRM, sourcing, assessment & interview tools	Vendor Management System (VMS) May include sourcing & assessment tools
Technology Pricing	By number of users (recruiters) or subscription fees based on permanent employee count	% of spend deducted from staffing partner fees
Risk Concerns	Consistent candidate/process management, EEOC and diversity requirements	Co-employment risk perceptions/policies, appropriate worker classification and engagement management procedures

Integrated Solutions

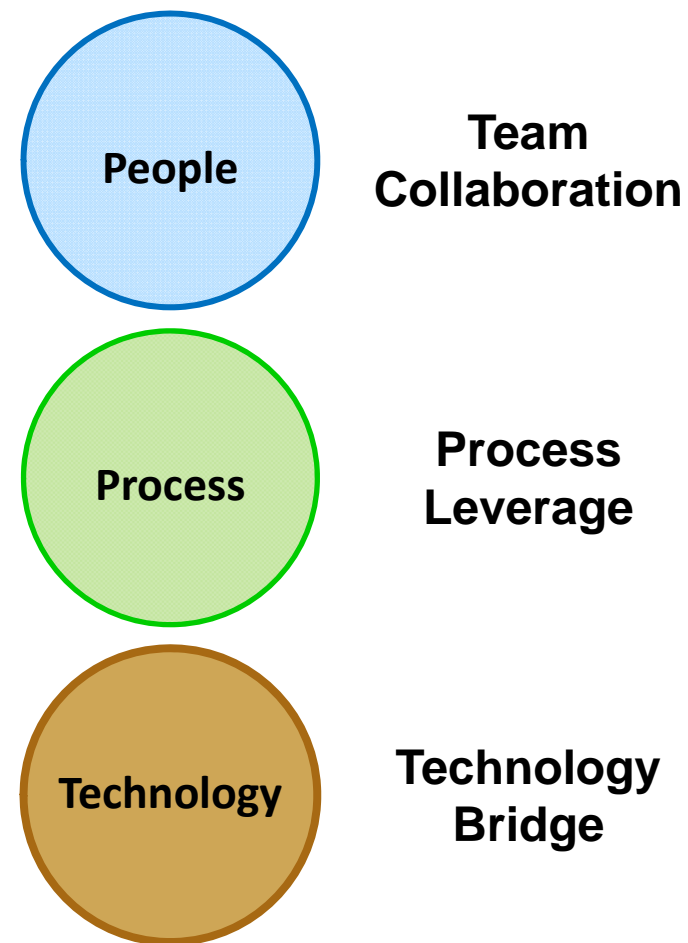
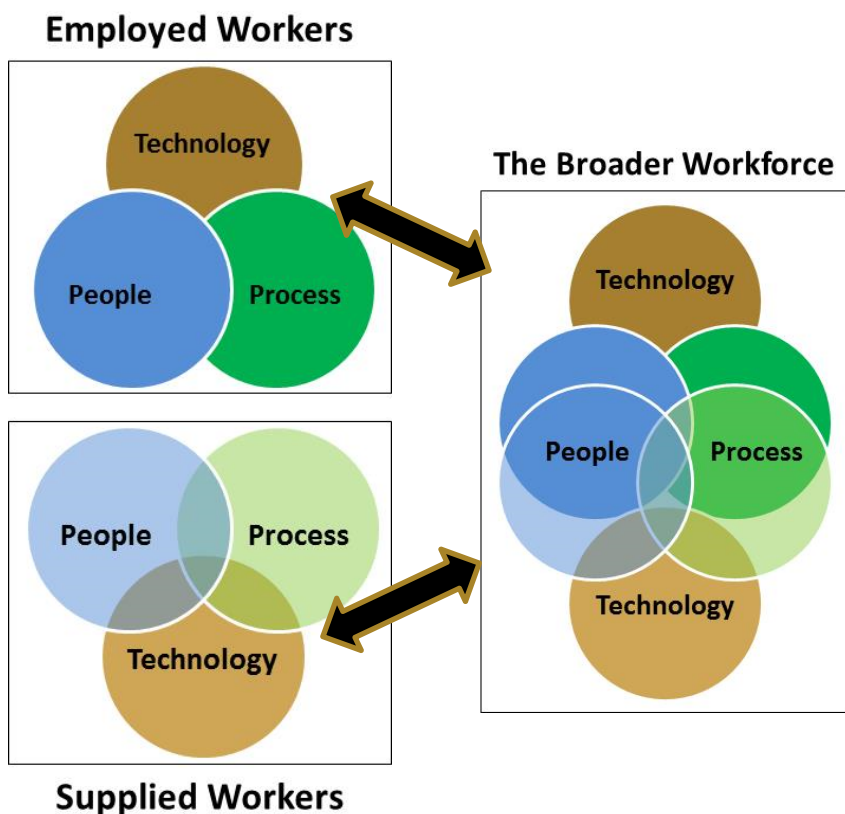
Prepare for “shades of grey” and “phased development”

- **Define & prioritize your goals**
Most important program priorities need to support business demand
- **Understand each constituency**
Workforce demands, non-employee volumes, skills needs, etc...
- **Be open to considering “hybrid” approach**
Use compromise and creativity to develop practical solutions
- **Allow for flexibility**
Phase LOB to LOB, country to country, region to region, and even planned program elements, etc.
- **Prepare for success with an effective program governance structure**
Monitor operational guidelines, ensure data is collected consistently and easily accessible, cost/use of tools is fully leveraged, performance is monitored, and issues are addressed as they arise

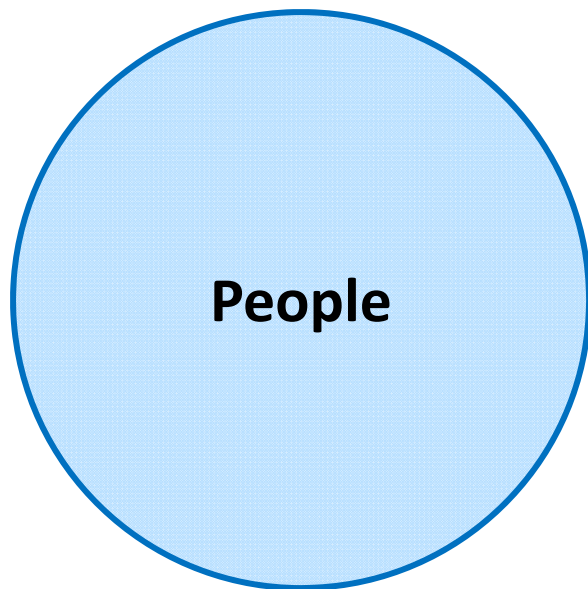
Integrated Solutions – Suggested “hybrid components”

*Program components
now function separately*

*Creative hybrid ideas
to manage within an integrated solution*



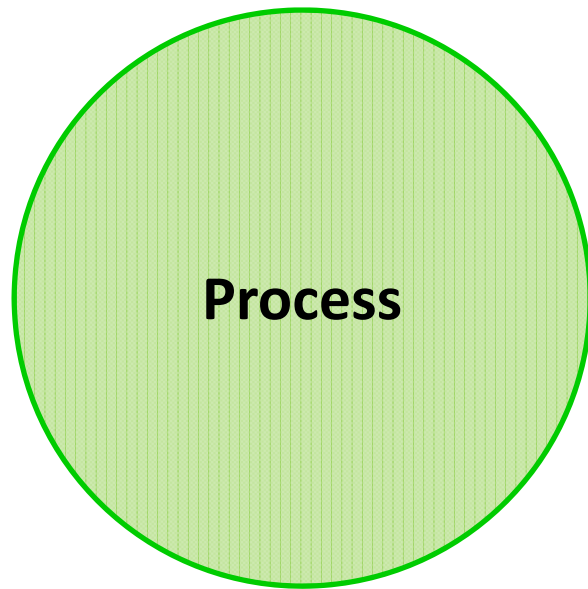
Integrated Solutions – Suggested “hybrid ideas”



Team Collaboration

- Single point of contact for *hiring/engagement* managers
- Dual operations meetings
- Combined reporting on all types of *hires/engagements*

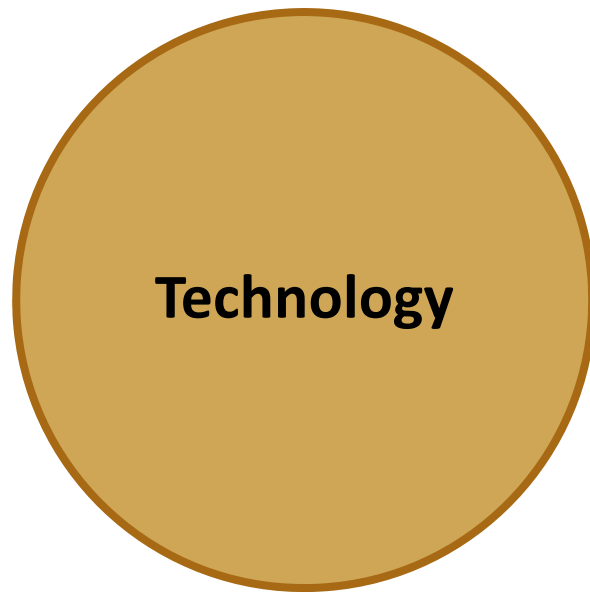
Integrated Solutions – Suggested “hybrid ideas”



Process Leverage

- Career Site posting for both perm and CW requirements
- External posting guidelines
- Assessment tools & approach
- On/off boarding functions

Integrated Solutions – Suggested “hybrid ideas”



Technology Bridge

- Separate ATS and VMS
- Data warehouse to aggregate data for easy access
- Business intelligence (BI) tools to analyze and report

Integrated Solutions – Real Market Case Studies



Case Study

- UK-based insurance provider, “blended workforce solution”
- 2008 - MSP solution deployed and delivered significant process & candidate quality improvements
- 2011 - RPO added with objective to gain same improvements for permanent placement
- 1,000 - 1,500 permanent hires and 375-650 contingent workers under management annually
- Integrated team to deliver both services; separate ATS and VMS technologies
- Metrics and reporting combined; same selection and assessment tools used for all hires
- 2014 - Blended solution renewed



Case Study

- US-based healthcare IT company, “total talent solution”
- 2006 - MSP solution deployed
- 2009 - RPO added to create a total talent solution to enable both scalability and optimal use of talent through one strategic partner
- 100-200 permanent hires and 800-900 contingent workers under management annually
- Separate, cross-trained teams each utilizing different systems
- 2014 - Happy with higher quality of talent through optimized channel, program renewed
- Future expansion may include Central and South America

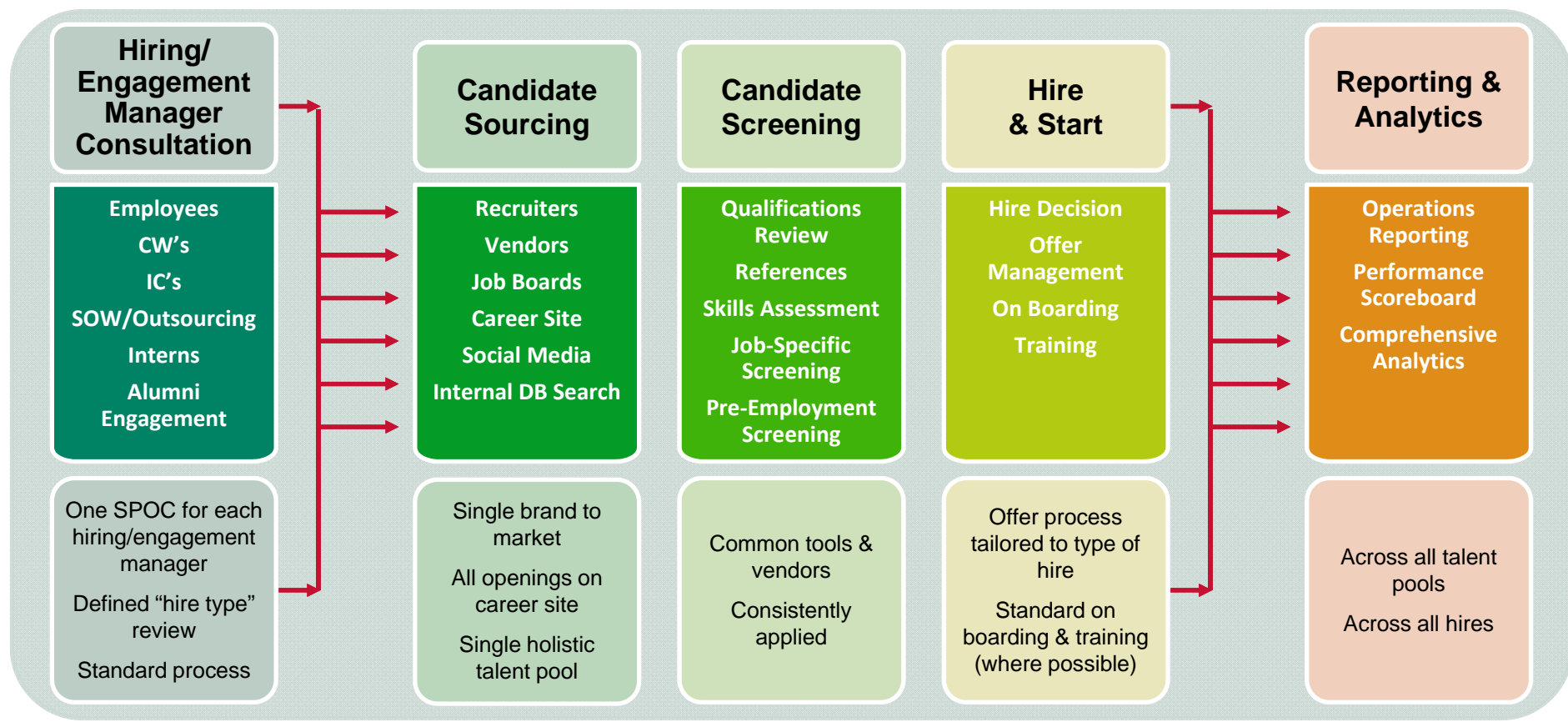


Case Study

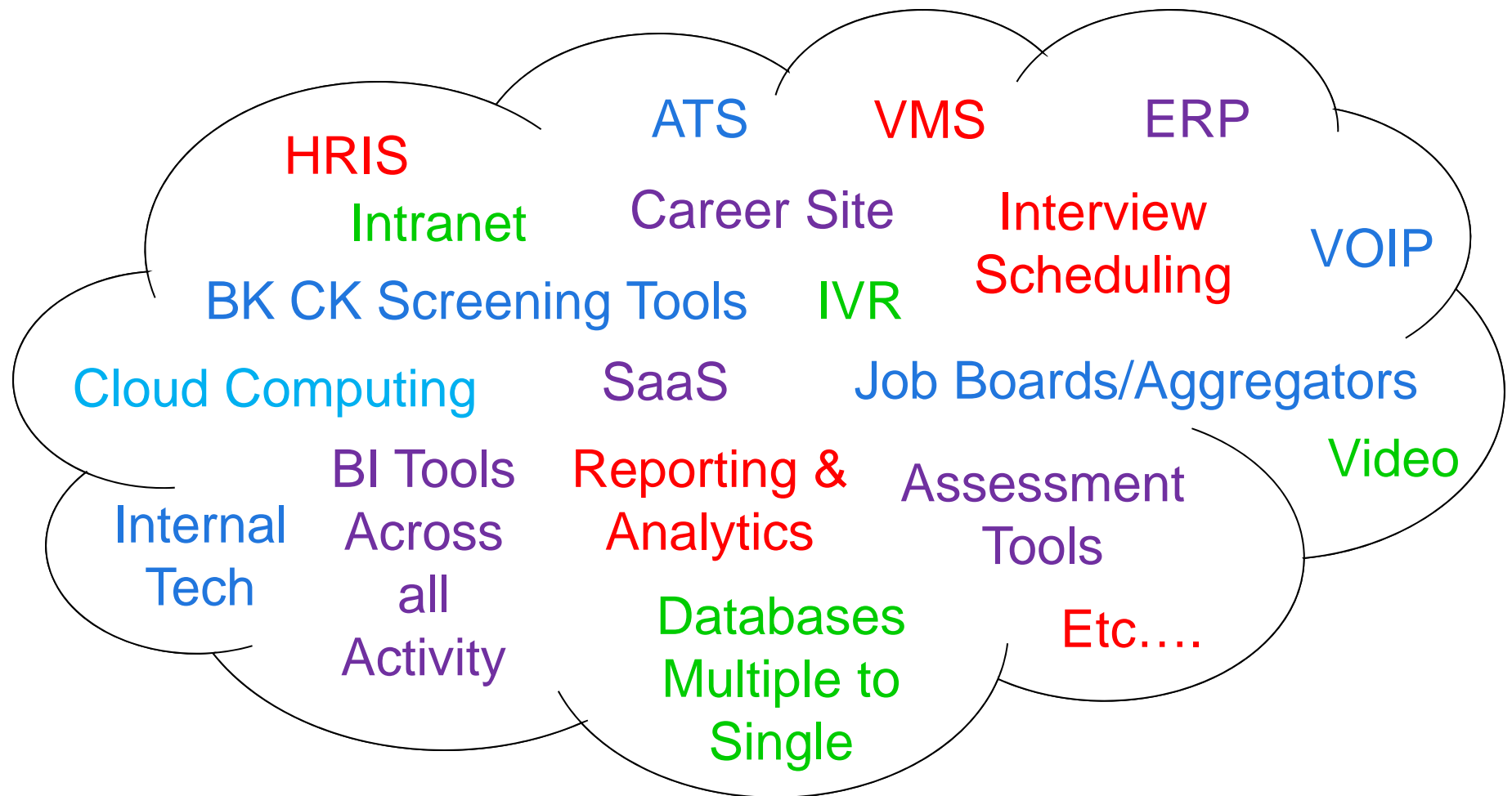
- Global UK-based bank, “one strategic partner for all talent acquisition activities”
- 2009 - Program spans multiple countries & supports all recruiting needs under one blended model
- Supports key client priorities: in depth knowledge of local Pan European market, consultative/advisory market support, and full management of cross border talent transfer
- Responsive, scalable and flexible service

An Integrated Solution – What might it look like?

Multiple Talent Acquisition Work Streams



Thinking of an Integrated Solution? A couple of technology considerations....



Polling Question.....

Where is your organization in consideration of an
“Integrated Talent Acquisition Solution/Program”?
(Choose one)



Thinking of an Integrated Solution? Are you ready?

Validate, evaluate, prepare ...

- Validate current business objectives; evolutionary state of your workforce; and, alignment of workforce strategy & programs to support success
- Evaluate state of the organization
 - Cultural bias regarding CWs
 - Change tolerance
 - Other initiatives underway
 - Rigidity of HR and Legal
- Prepare for action
 - Build high level business case
 - Estimate timeline and overlay on other needs that may conflict
 - Meet with critical stakeholders, pitch and gage commitment

Assess ...

- Assess internal and partner program capabilities
 - Current performance
 - Maturity/Capability
 - Leadership
 - Technology capability and current contracts – career portal, ATS, VMS, other
 - Potential support from internal IT
 - Process consistency across footprint
 - Change management capabilities
 - Implementation capabilities
 - Governance program
 - Data structure integration commonality

Thinking of an Integrated Solution?

What Should You Be Doing ... Today?

Curious Prospect

- Define what you want and need to accomplish
- Inventory current programs and capabilities
- Validate key stakeholder needs and support
- Compare envisioned solution alignment to company strategy

Serious Prospect

- Define what you want and need to accomplish
- Inventory and validate current programs and capabilities
- Confirm alignment of Solution priorities with company goals & objectives and key stakeholders' needs
- Draft Integrated Solution plan
- Draft a multi-year, phased implementation plan prioritized by solution components, LOB, country and regional needs

DESIGN WITH THE END IN MIND



A great hockey player doesn't think in the present because he can't afford to. Industry market leaders face similar challenges.

Time for your questions....

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Thank You!

Questions?

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