# Start Your Journey on the Total Talent Continuum

*Speakers:*

▪ **Jo Matkin,** Global Workforce Solutions Research Director, SIA

▪ **Neha Goel**, SVP, Marketing & Strategy, Simplify Workforce

*Moderator:*

▪ **Adrianne Nelson,** Sr. Director, Global Membership Products, CCWP, SIA
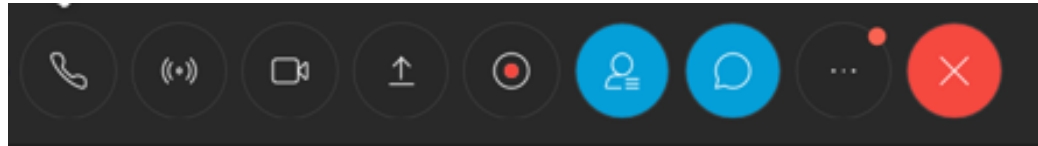
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**June 5, 2019**

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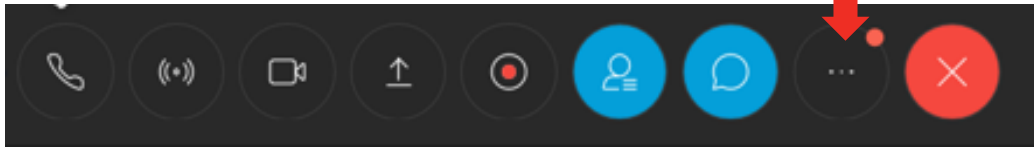Please let us know in the Q&A section or contact us at:

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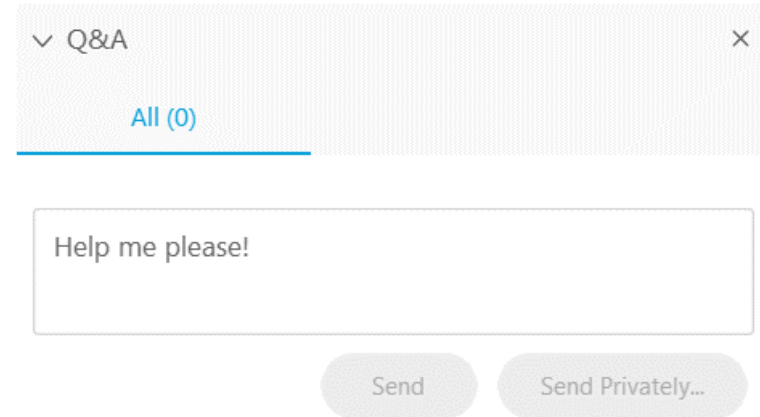
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# CWS Council Members (Partial List)

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# Speakers

**Neha Goel**, SVP, Marketing & Strategy, Simplify Workforce

**Jo Matkin,** Global Workforce Solutions Research Director, SIA

*Moderator:*
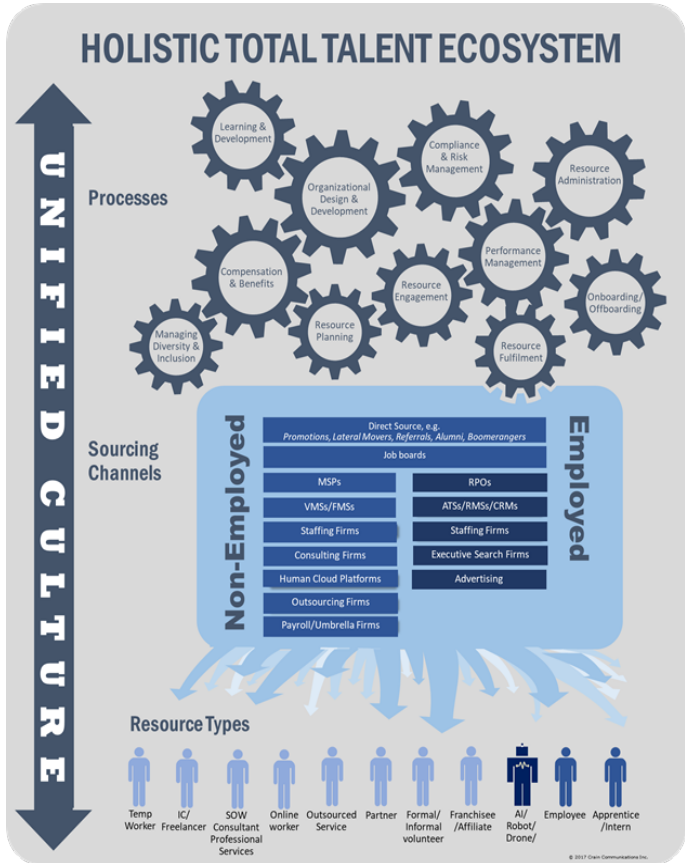**Adrianne Nelson,** Sr. Director, Global Membership Products, SIA

# AGENDA

- Definitions

- Motives for Total Talent Acquisition and Management

- The Evolution of Total Talent Acquisition and Management

- Getting Started

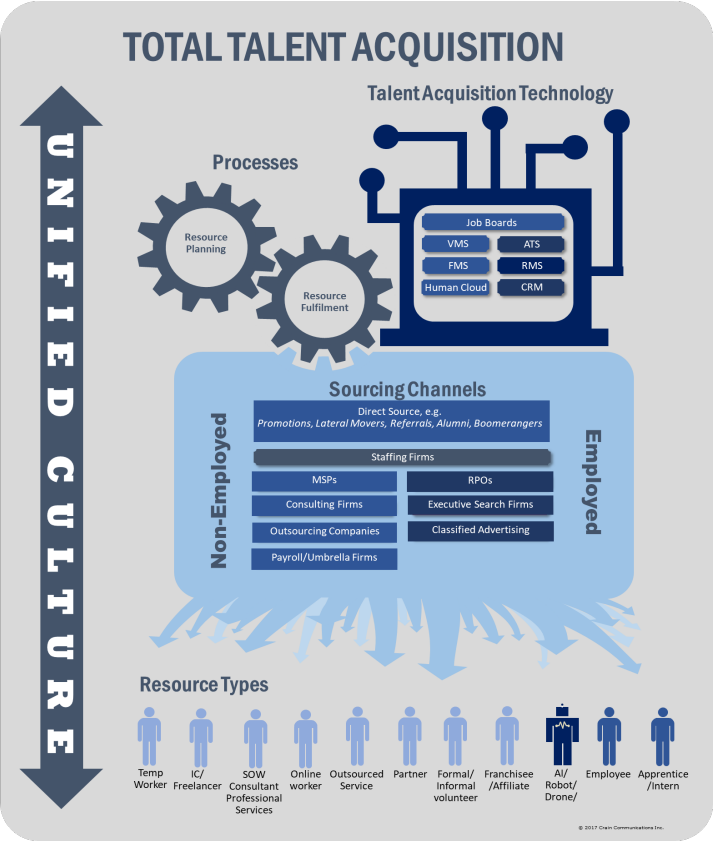- There's More than One Way..

- What Now?

# Definitions

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# What is Total Talent Management?



**HOLISTIC TOTAL TALENT ECOSYSTEM**

UNIFIED CULTURE

Processes

Learning & Development · Compliance & Risk Management · Resource Administration · Organizational Design & Development · Performance Management · Compensation & Benefits · Resource Engagement · Onboarding/Offboarding · Managing Diversity & Inclusion · Resource Planning · Resource Fulfilment

Sourcing Channels

Non-Employed | Employed

Direct Source, e.g.
Promotions, Lateral Movers, Referrals, Alumni, Boomerangers
Job boards
MSPs · RPOs
VMSs/FMSs · ATSs/RMSs/CRMs
Staffing Firms · Staffing Firms
Consulting Firms · Executive Search Firms
Human Cloud Platforms · Advertising
Outsourcing Firms
Payroll/Umbrella Firms

Resource Types

Temp Worker · IC/Freelancer · SOW Consultant Professional Services · Online worker · Outsourced Service · Partner · Formal/Informal volunteer · Franchisee/Affiliate · AI/Robot/Drone/ · Employee · Apprentice/Intern

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*"A model of talent or workforce management that includes an organization's acquisition and management of **all human talent** in the broadest sense including **"permanently hired"** workers and all types and sources of **"contingent"**), as well as **non-human talent** including robots, bots, software and automation. Spurred by the **rising importance** and **preferences of contingent workers**, this model seeks to **integrate** the respective management of "permanent hire" and the "contingent" workforce by **HR** and **Procurement** functions. Other terms include **'blended workforce management'** & **'total workforce optimization'"***

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# What is Total Talent Acquisition?



**TOTAL TALENT ACQUISITION**

UNIFIED CULTURE

Talent Acquisition Technology

Processes

- Resource Planning
- Resource Fulfilment

Job Boards
VMS | ATS
FMS | RMS
Human Cloud | CRM

**Sourcing Channels**

Non-Employed / Employed

Direct Source, e.g.
*Promotions, Lateral Movers, Referrals, Alumni, Boomerangers*

Staffing Firms

| | |
|---|---|
| MSPs | RPOs |
| Consulting Firms | Executive Search Firms |
| Outsourcing Companies | Classified Advertising |
| Payroll/Umbrella Firms | |

**Resource Types**

Temp Worker | IC/Freelancer | SOW Consultant Professional Services | Online worker | Outsourced Service | Partner | Formal/Informal volunteer | Franchisee/Affiliate | AI/Robot/Drone/ | Employee | Apprentice/Intern

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*"A model for Talent Acquisition, subsumed within the concept of Total Talent Management and therefore encompassing the acquisition of **all human talent** in the broadest sense including **"permanently hired"** workers as well as all types and sources of **"contingent"** workers, as well as **non-human talent** including robots, bots, software and automation. Total Talent Acquisition (TTA) refers not only to the operational approaches to sourcing, recruiting, and engaging talent, but also **to higher level strategic considerations** of structuring or managing the **talent supply chain** (i.e., decision about outsourcing, sourcing geographies, etc.)"*

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**Motives for**

**Total Talent**

**Acquisition and**

**Management**

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**Percentage concerned about availability of skills**
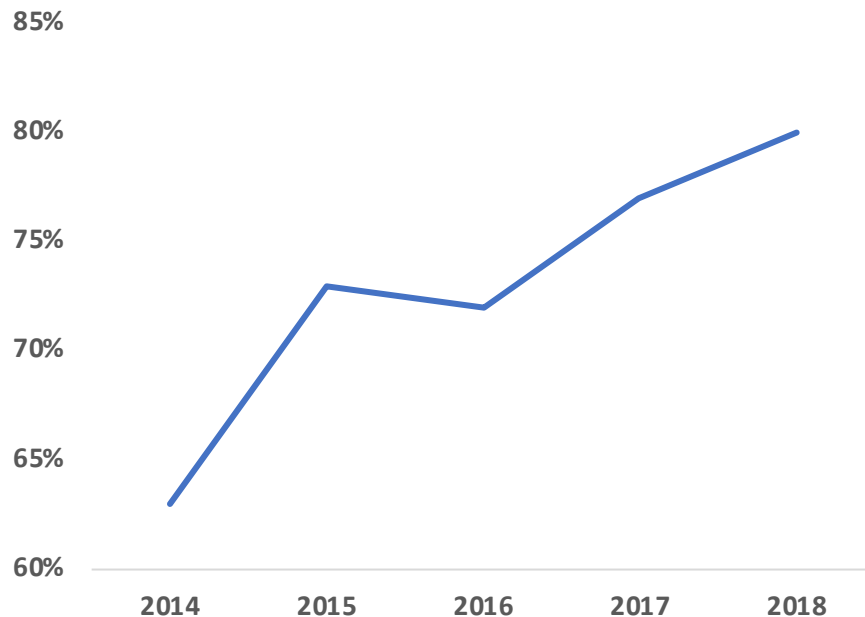


**80% of Global CEOs are concerned about availability of key skills**
**(increase of 17% since 2014)**
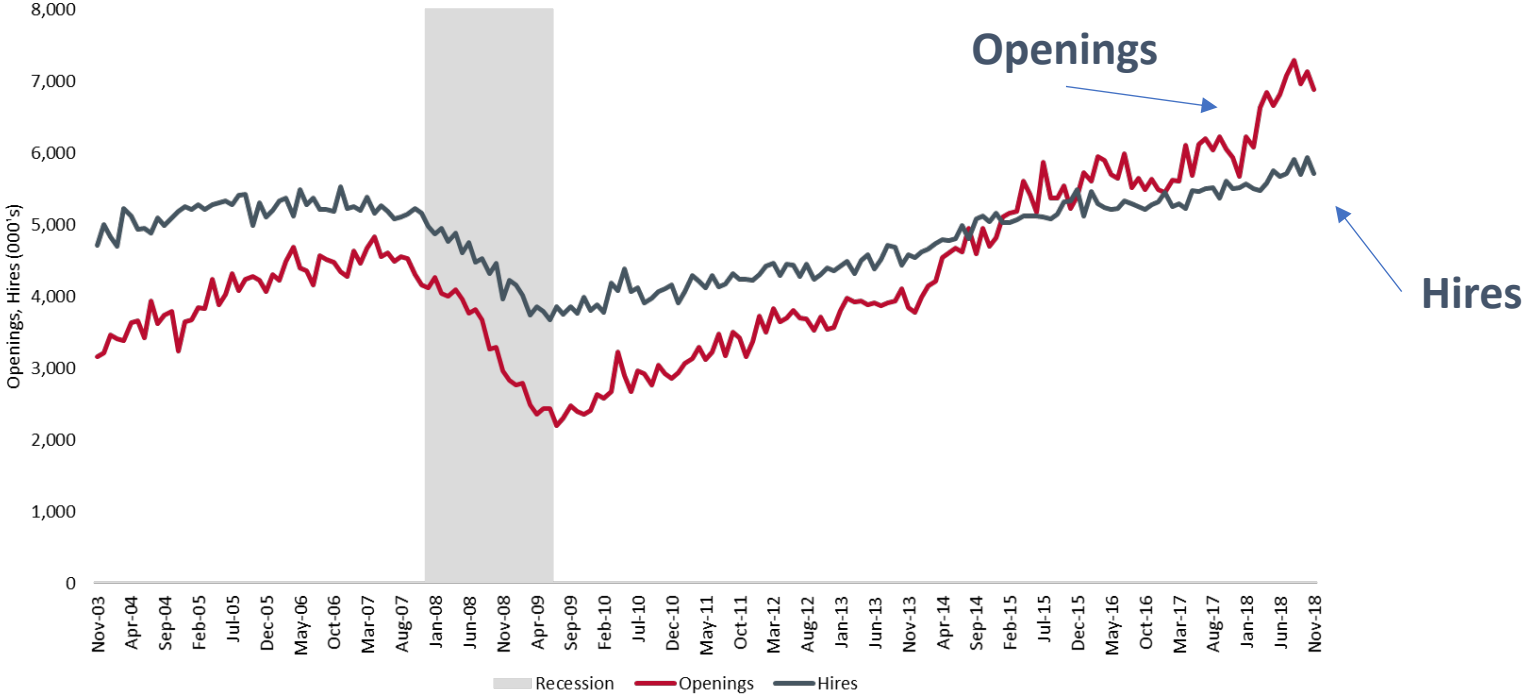
Source: PwC Global CEO Survey 2014-18

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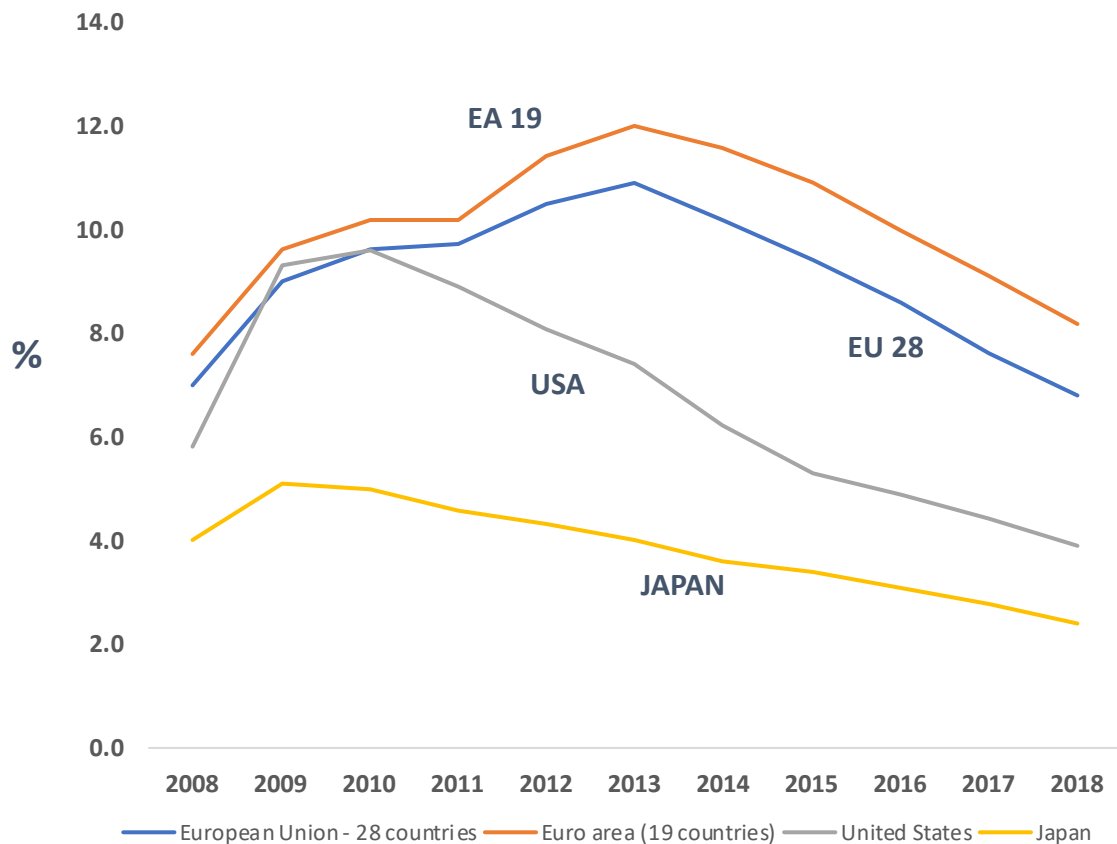
Percentage of active population unemployed – developed countries

Source: Eurostat, Unemployment Statistics', January 2019

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# Skill Shortages are Restraining Growth

US Job Openings and Hires by Month (JOLTS)

Openings

Hires

Sources: Staffing Industry Analysts, US Department of Commerce, US Bureau of Labor Statistics

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# Ageing Population

**1950**

11.75 working people to one aged 65+

**2011**

8.5 working people to one aged 65+

**2050**

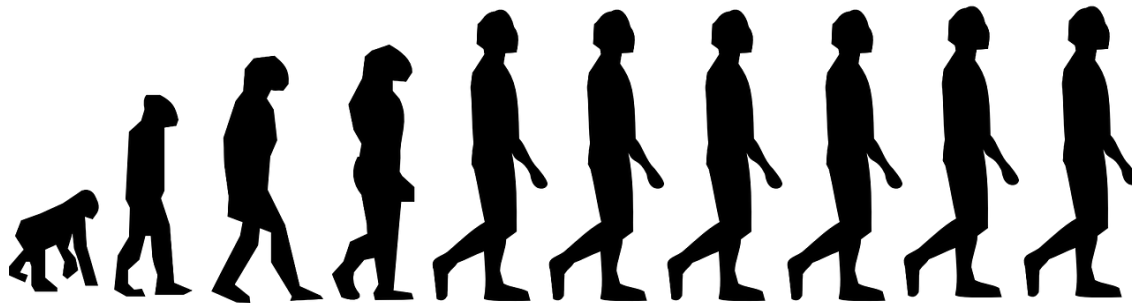3.9 working people to one aged 65+

Source: Ageing Societies, Steve Beales, Imperial College London

# Contingent Workforce Growth



Reported Share of Contingent Workforce 2009-18
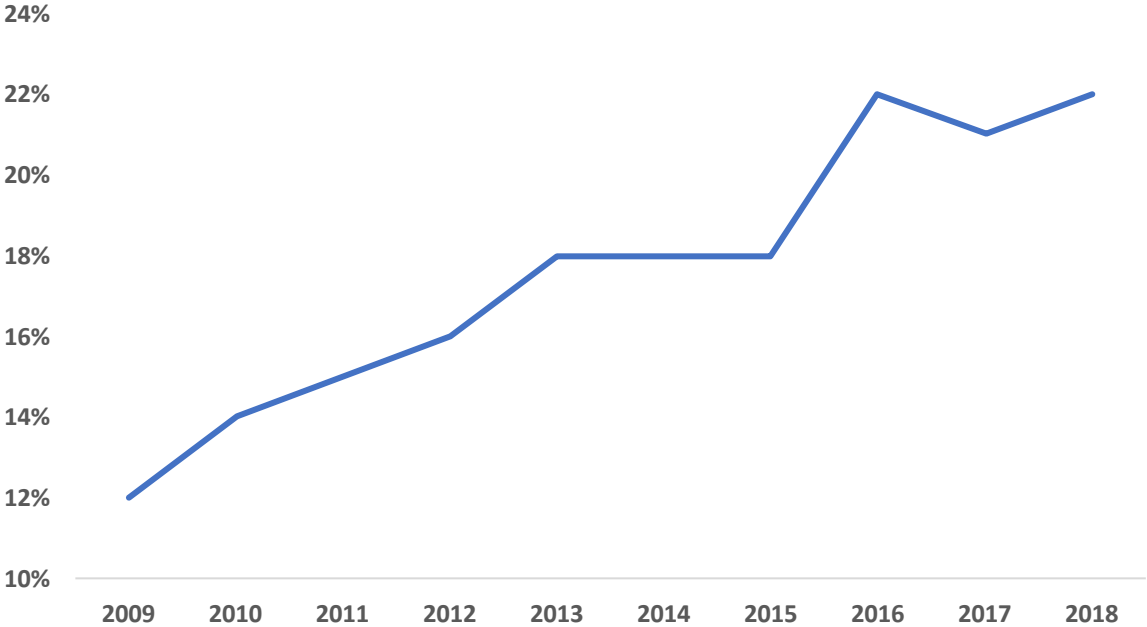
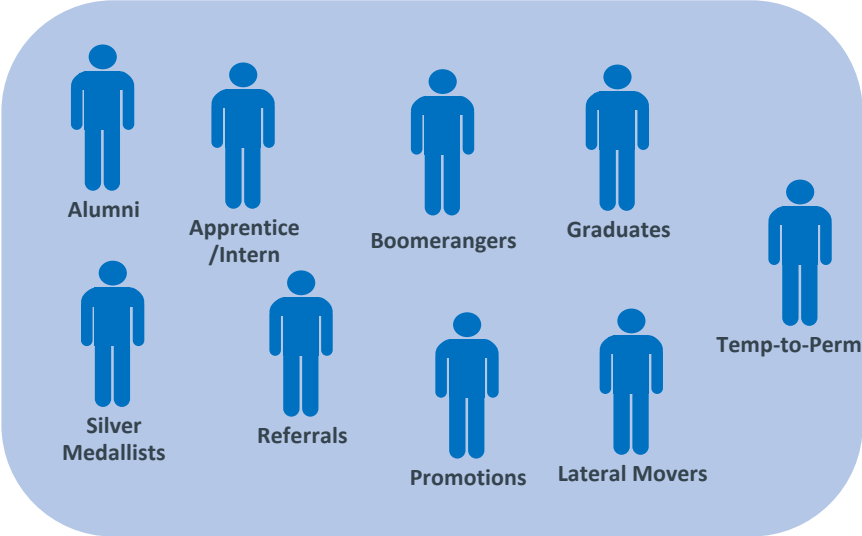Source: Workforce Solutions Buyers Survey 2018 – North America - Contingent Share of Workforce

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# The Evolution of Total Talent Acquisition and Management

# Traditional Model



**HR & Talent Acquisition**

Channels

Alumni
Apprentice/Intern
Boomerangers
Graduates
Silver Medallists
Referrals
Promotions
Lateral Movers
Temp-to-Perm

**Procurement**

Channels

Temp Worker
Online Worker
IC/ Freelancer
Outsourced Service
SOW Consultant Professional Services

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# Today's Talent Options



Alumni

Online Worker

Referrals

Graduates

Boomerangers

AI/Robot /Drone

Apprentice /Intern

Lateral Movers

IC/ Freelancer

Temp-to-Perm

Promotions

Crowds

SOW Consultant Professional Services

Outsourced Service

Temp Worker

Silver Medallists

# Worker Preference Driving Adoption

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# CWS Council Member Program Ownership



Pie chart: CWS Council Member Program Ownership
- Procurement, 37%
- HR / Talent, 37%
- Cross Functional HR and Procurement 17%
- Other 10%
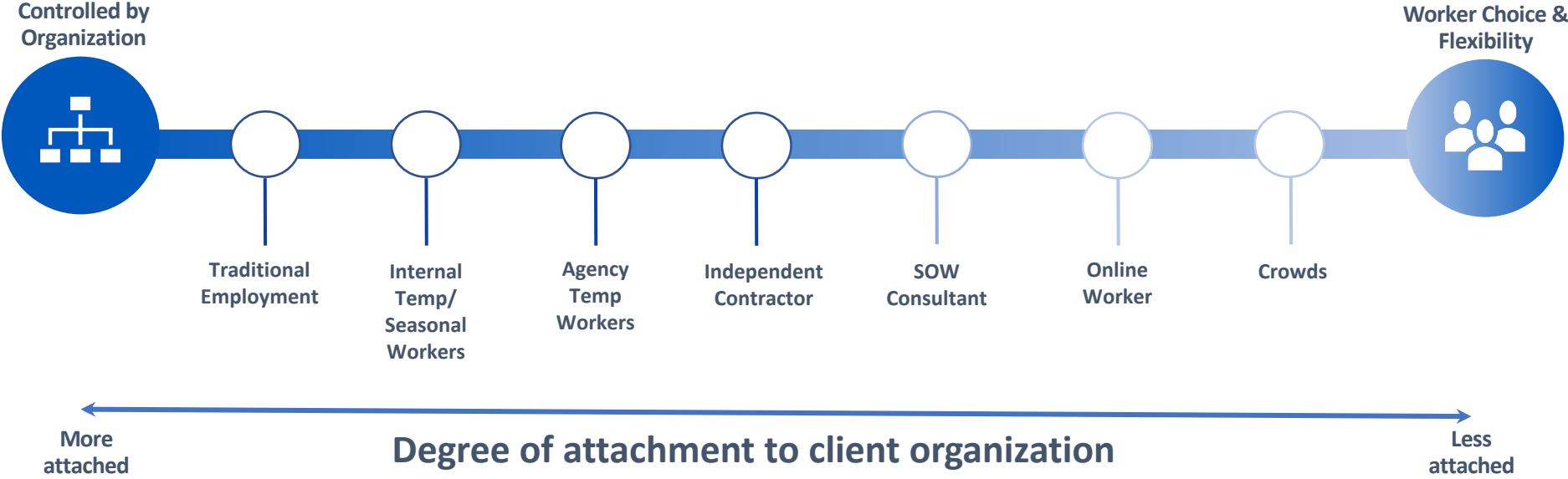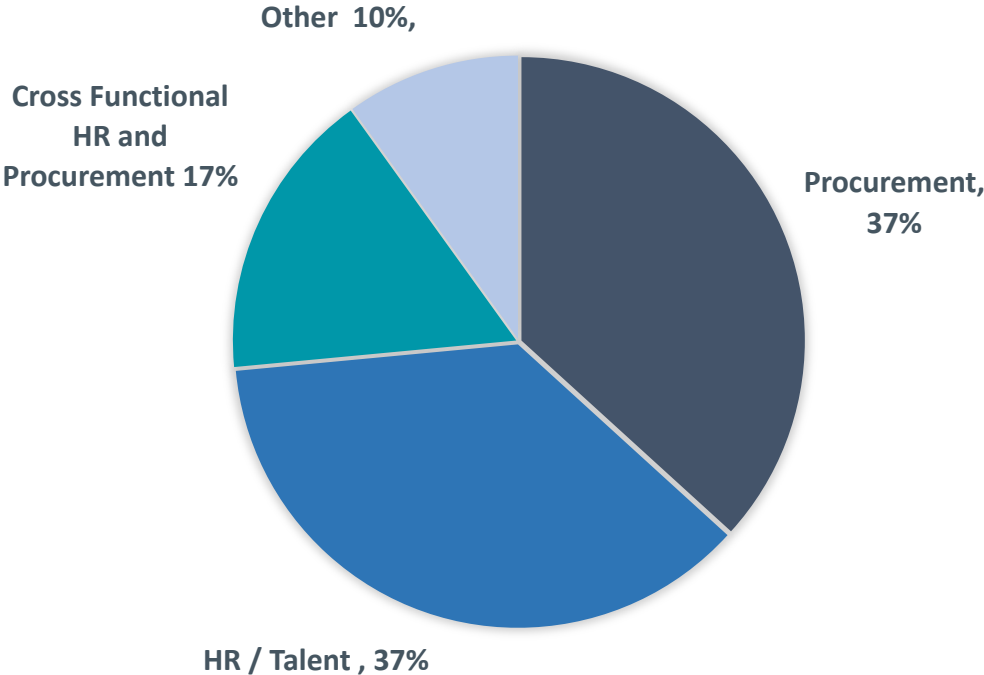
**Emergence of blended HR and Procurement Program Teams**

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# Tactical advances towards total talent outcomes

*Within the next two years…*

**56%**    *of buyers plan to explore a **Total Talent Acquisition Strategy***

**57%**    *of buyers plan to incorporate **contingent workforce** into **strategic planning***

**57%**    *of buyers plan to use their **company career site** for attracting a **contingent workforce***

Source: Workforce Solutions Buyers Survey 2018 – North America

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# VMS/MSP  - the Story of the Last Decade

**Percentage of Large US Companies with a VMS and/or MSP in Place**
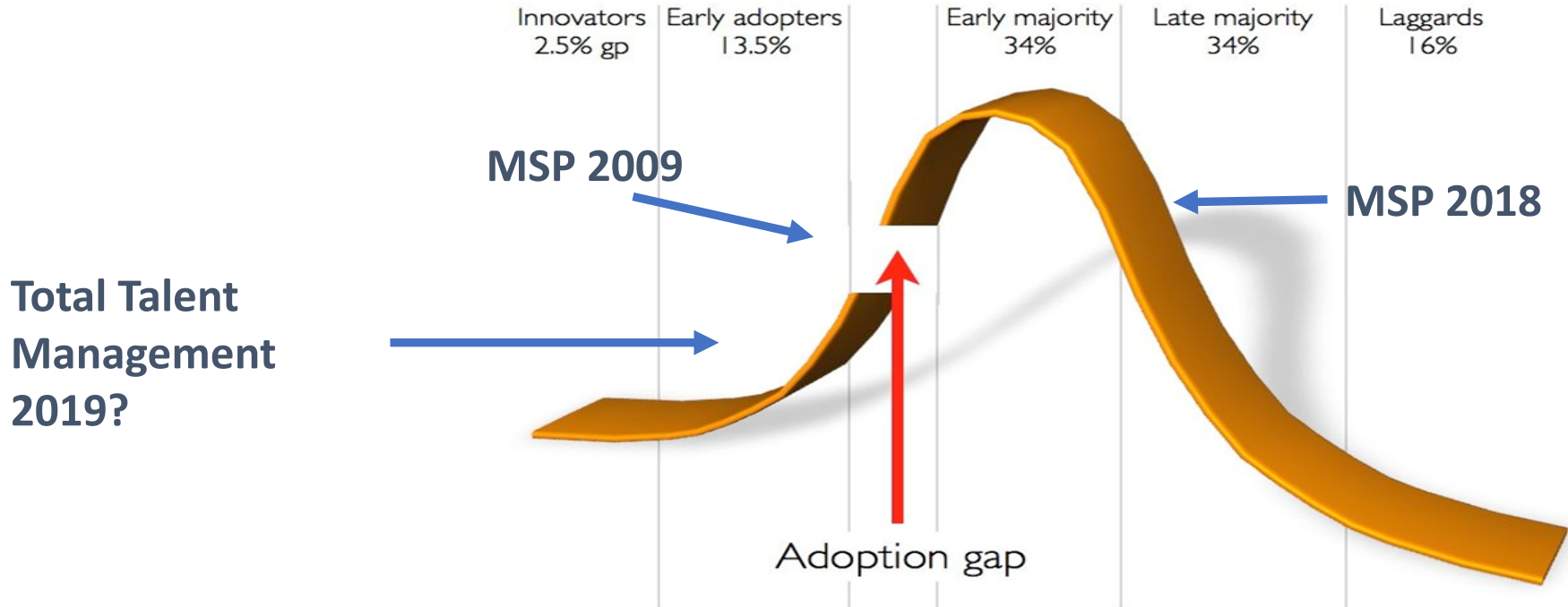
## VMS
2006 = 16%          2018  = 79%
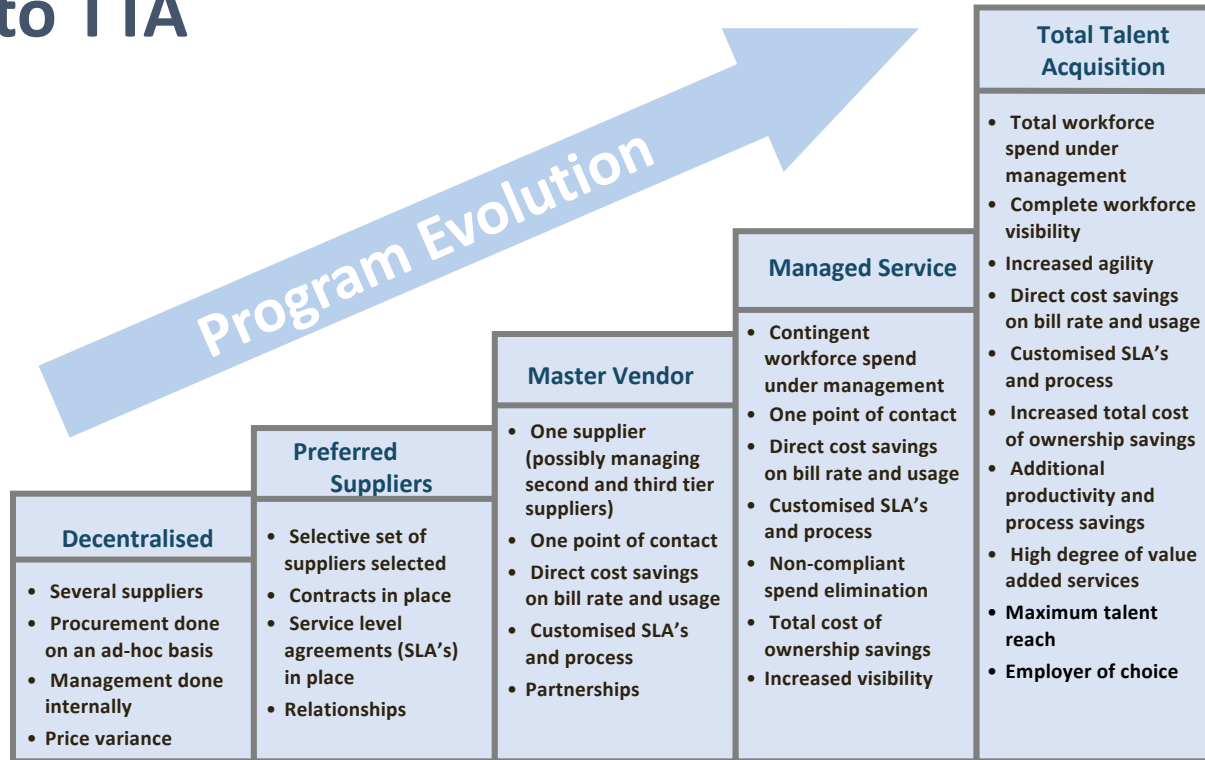
## MSP
2009 = 17%          2018 = 62%

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# Adoption



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Innovators 2.5% gp | Early adopters 13.5% | Early majority 34% | Late majority 34% | Laggards 16%

MSP 2009

MSP 2018

Total Talent Management 2019?

Adoption gap

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# The Contingent Workforce Journey to TTA

**Program Evolution**

### Decentralised
- Several suppliers
- Procurement done on an ad-hoc basis
- Management done internally
- Price variance

### Preferred Suppliers
- Selective set of suppliers selected
- Contracts in place
- Service level agreements (SLA's) in place
- Relationships

### Master Vendor
- One supplier (possibly managing second and third tier suppliers)
- One point of contact
- Direct cost savings on bill rate and usage
- Customised SLA's and process
- Partnerships

### Managed Service
- Contingent workforce spend under management
- One point of contact
- Direct cost savings on bill rate and usage
- Customised SLA's and process
- Non-compliant spend elimination
- Total cost of ownership savings
- Increased visibility

### Total Talent Acquisition
- Total workforce spend under management
- Complete workforce visibility
- Increased agility
- Direct cost savings on bill rate and usage
- Customised SLA's and process
- Increased total cost of ownership savings
- Additional productivity and process savings
- High degree of value added services
- Maximum talent reach
- Employer of choice

# Evolution of Service Models Supporting Talent Outcomes:
# A natural convergence

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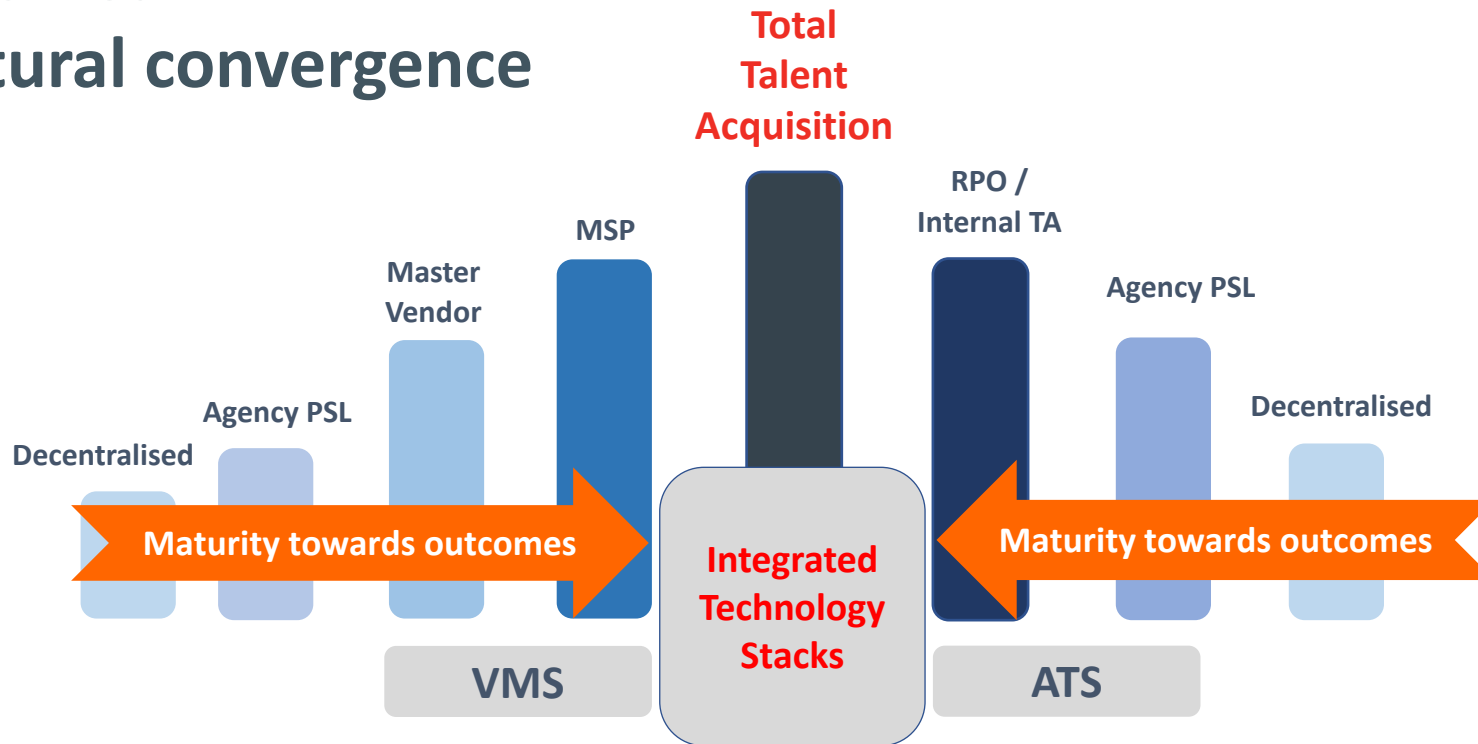
# Technology Stack Utopia

# Getting Started

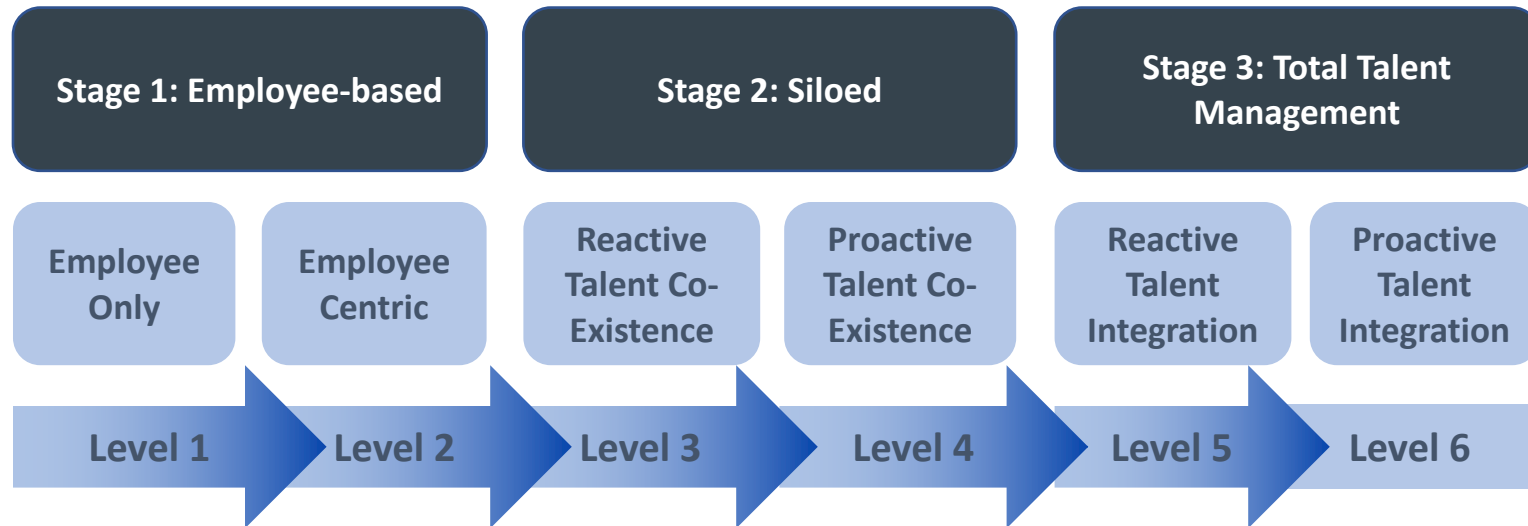SIA | Staffing Industry Analysts Contingent Workforce Strategies Council Webinar
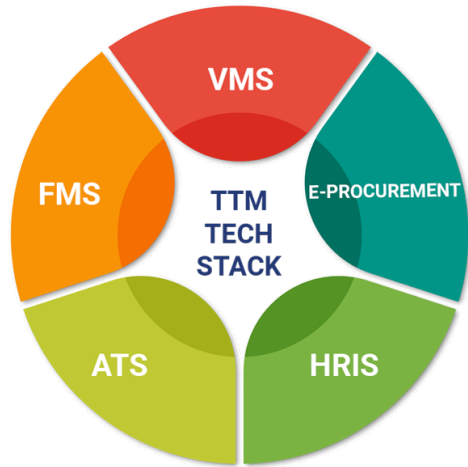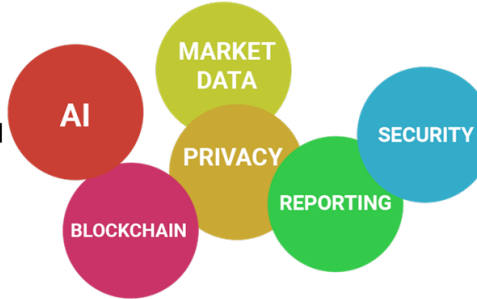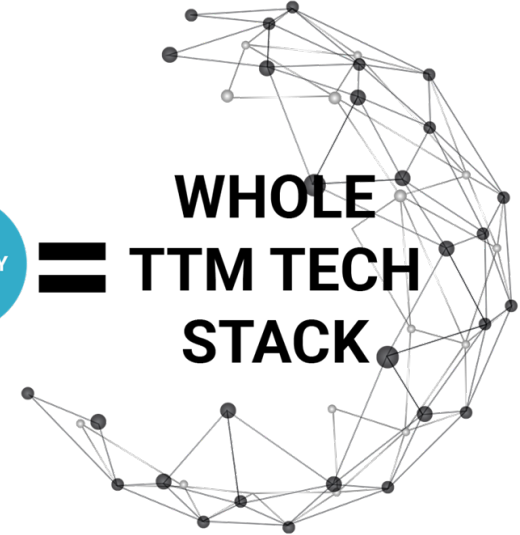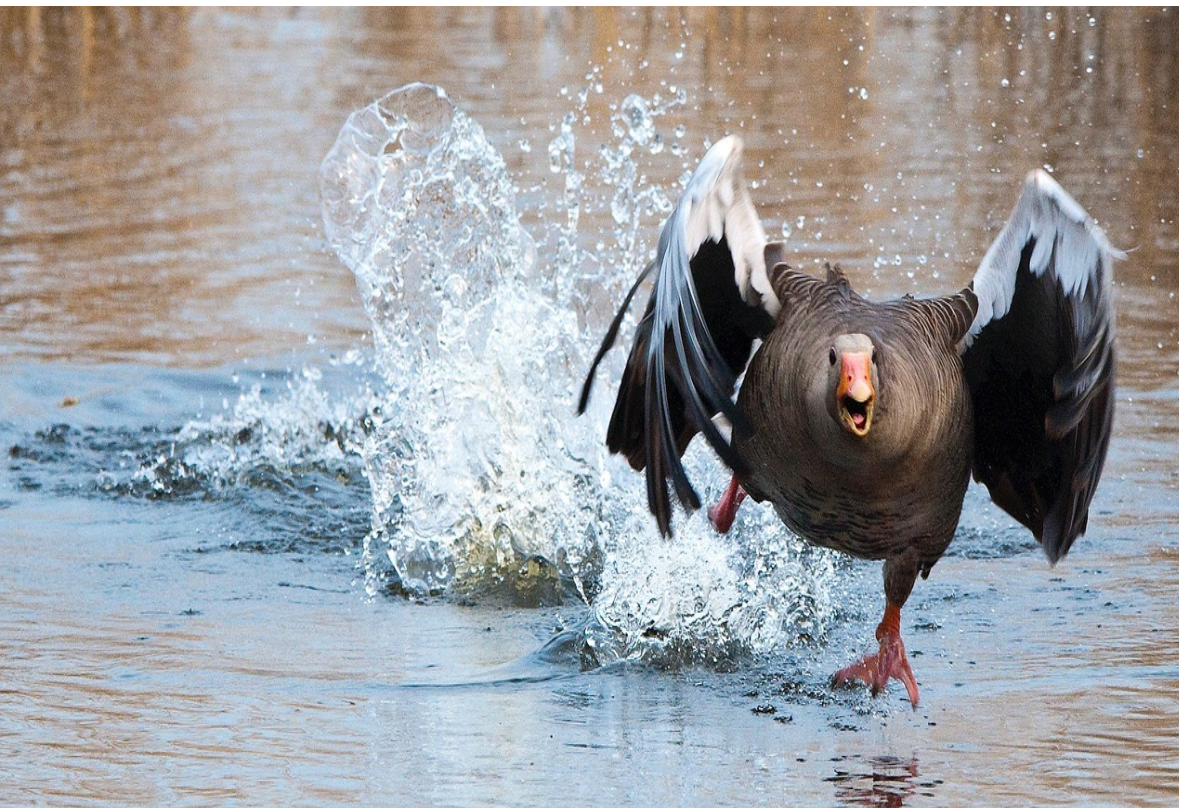
# Can you answer all these questions?

- **Who (or what)** is doing **work** on behalf of my organization and to what **reputational** and **legal risks** does that expose me?

- What is the *real* **cost** of these workers and what are the **optimal pay** and **benefits**?

- Which types of workers do I need and in what ratio in order to **maximize productivity/cost-effectiveness**?

- How can I best **integrate** contingent and other non-employed workers with my employed workforce?

- What **training** and **career paths** do I need to develop for workers of **all types**?

- How can I attract, motivate and engage **all those doing work** on behalf of my organization (employed and non-employed)?

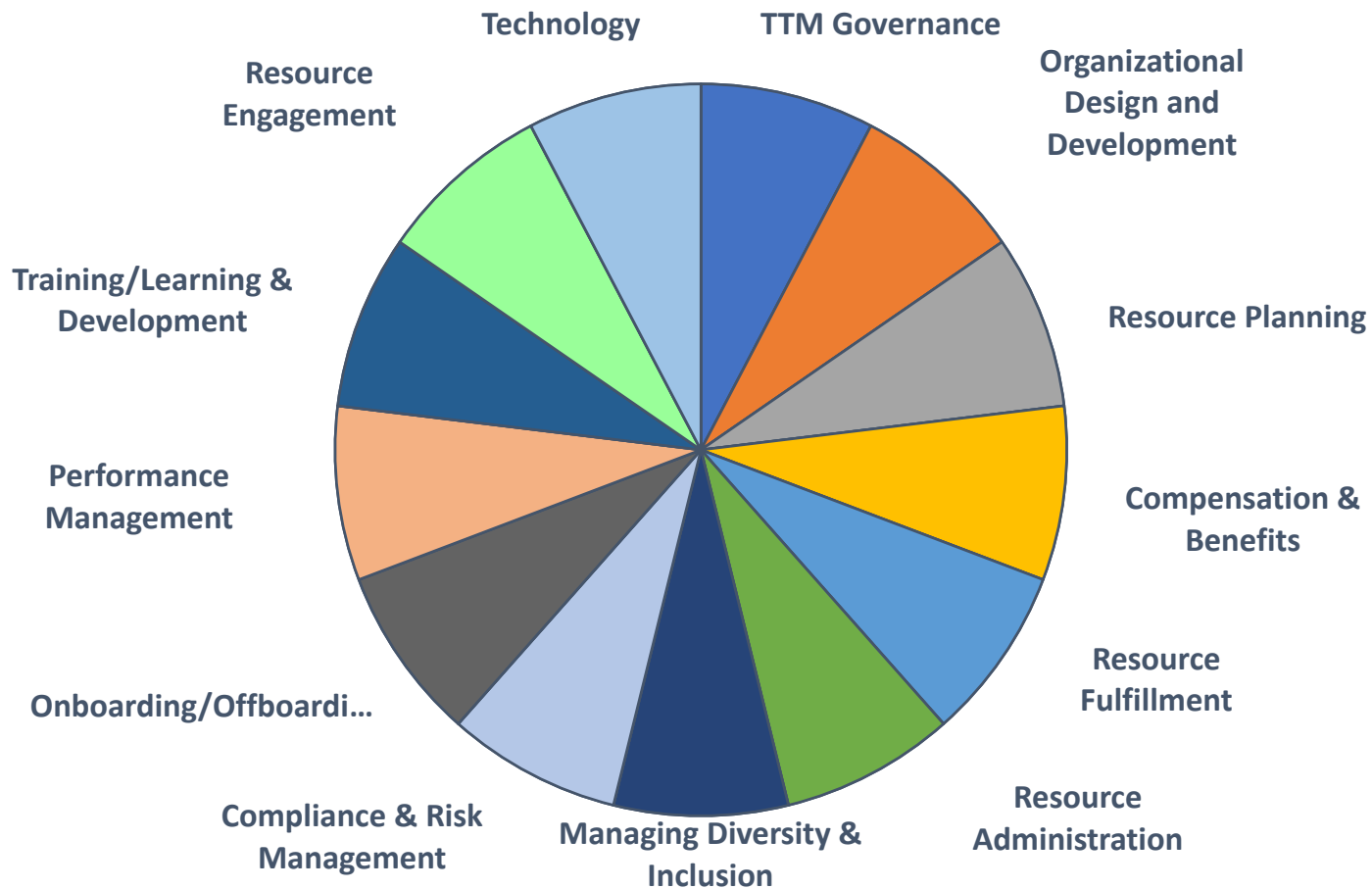- How can I best address **skills shortages**?

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# Roadmap of Progress Towards Total Talent Management

| Stage 1: Employee-based | | Stage 2: Siloed | | Stage 3: Total Talent Management | |
|---|---|---|---|---|---|
| Employee Only | Employee Centric | Reactive Talent Co-Existence | Proactive Talent Co-Existence | Reactive Talent Integration | Proactive Talent Integration |
| Level 1 | Level 2 | Level 3 | Level 4 | Level 5 | Level 6 |

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# The Continuum Explained

| | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 | Level 6 |
|---|---|---|---|---|---|---|
| | **Employee-only focus** | **Employee-centric focus** | **Reactive talent co-existence** | **Pro-active talent co-existence** | **Reactive talent integration** | **Proactive talent integration** |
| **Organization uses employed and non-employed talent…** | ..views **employees** as most important **source of talent** | | considers **all groups**, but categorizes, sources & manages them in **talent silos.** | | ..and views **all groups holistically** as part of an **integrated workforce**. Incorporates them within a whole resource strategy (along with non-human resources) | |
| **HR, resourcing and workforce management practices…** | are focused around **employees.** | | …**are siloed** around each talent type & handled **separately** (by HR, procurement, etc.) | | …are coordinated across **all forms of talent**. HR has primary responsibility for all resources (deployed by the end-user) or delivers integrated support to other depts | |
| **Level-specific nuances** | HR involvement in non-employed resources is not required & **visibility is very low.** | HR consideration extends to non-employed resources on an 'as required' basis. | Silos of talent have **evolved** through time. | Silos of talent are planned, efficiently managed and achieve **singular workforce objectives.** | Internal integration is **seamless** | Internal **integration is seamless**. Resourcing agility creates competitive advantage. **Aligned** with **corporate strategy**. Interoperating technology delivering **real-time data** visibility and control. |

Underpinning HR Facets of Total Talent Management

Technology
TTM Governance
Resource Engagement
Organizational Design and Development
Training/Learning & Development
Resource Planning
Performance Management
Compensation & Benefits
Onboarding/Offboardi...
Resource Fulfillment
Compliance & Risk Management
Resource Administration
Managing Diversity & Inclusion

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# Underpinning HR Facets

| HR Facet | Level 1 | Level 6 |
|---|---|---|
| **TTM Governance** | HR is largely unfamiliar with the organization's use of any non-employed resource | **Real-time view of whole workforce & key metrics. Aligned interdepartmental & external vendor priorities & use of consistent terminology. HR-led TTM governance spans all internal & external stakeholders** |
| **Organization Design & Development** | No consideration of non-employed resources features in OD/D. | Consideration of all existing & future potential resources feature in OD/D. |
| **Resource Planning** | Default option is always to service the corporate strategy with employed resources. | **Integrated resource planning process incorporates human and non-human options. Resource Planning is aligned to the current strategy and the desired future state. Real-time view of key metrics associated with all resources** |

# ..Underpinning HR Facets

| HR Facet | Level 1 | Level 6 |
|---|---|---|
| **Compensation & Benefits** | C&B considerations are not extended to support the organization's use of non-employed workers | Compensation & Benefit considerations (using market insights) are in place for all employees and non-employees with insight and planning related to future needs. |
| **Resource Fulfilment** | No HR resourcing fulfilment support is offered for non-employed resources. | **Fulfilment is fully integrated across all internal departments and external partners and the organization is forward-thinking in planning its future resource fulfilment** |
| **Resource Administration** | Administrative consideration is rarely extended to the organization's use of non-employed workers | An integrated set of administrative processes (including data protection & sharing protocols) is in place across all employed & non-employed resources. Organization is forward-thinking in planning its future administrative processes. |

# ..Underpinning HR Facets

| HR Facet | Level 1 | Level 6 |
|---|---|---|
| **Diversity & Inclusion** | D&I consideration rarely given to non-employed resources | **A coordinated approach to D&I across all resources (and suppliers). Full visibility of all aspects of the diversity of its whole workforce (and suppliers). The diversity of the whole workforce reflects the audience it seeks to serve. The diverse elements of the whole workforce are harnessed enabling the individual & organization to realize their full potential.** |
| **Compliance & Risk Management** | Minimal consideration given to non-employed resource | A coordinated approach ensures that the deployment of all forms of resource meets with all legislated/regulatory, corporate, contractual and diversity requirements. Compliance and risk policies are totally integrated, both internally & externally. |
| **Onboarding/ Offboarding** | Ad hoc support is given for the on/ offboarding of non-employed workers. | On/offboarding programs are integrated to ensure that risks are mitigated, talent to be expended (regardless of engagement status) is not required elsewhere and alumni/returner potential ('boomeranger') is optimized |

# ..Underpinning HR Facets

| HR Facet | Level 1 | Level 6 |
|---|---|---|
| **Performance Management** | Performance management practices/ procedures in place for the employed workforce only. | The measurement of performance is consistently applied to all human and non-human resource (standalone and augmented), and considers productivity, organizational performance and customer satisfaction. |
| **Training / L&D** | Coaching/training and career development in place for the employed workforce only. | An integrated approach for all forms of resource; ensures all workers have the appropriate knowledge, skills and aptitude to deliver against organizational and legal requirements, and to meet their potential. |
| **Resource Engagement** | People engagement & comms strategies are focussed on employed workforce and candidates. | **Universal approach to engaging all workers (and potential prospects, via talent pools) as one evolving team. Realizes optimal productivity improvements through integrating employed/non-employed teams.** |

# ..Underpinning HR Facets

| HR Facet | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 | Level 6 |
|----------|---------|---------|---------|---------|---------|---------|
| Technology | Utilizing HR technologies related to direct hire only (ATS, LMS, workforce planning tools, etc.) that support engagement of employees. | | ATS, VMS, LMS, workforce planning tools, etc. deployed to support a range of employed & non-employed resources. Technologies specific to talent silos - data is not integrated. | | Coordinated/interoperating suite of technologies (ATS, VMS, FMS, CRM, LMS, workforce planning and BI tools, etc.) or interfaces capturing and interpreting consistent data around ALL worker types. Data is real time and analyzed to forecast future needs | |

There's More Than One Way to Crack an Egg

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# Remember Utopia...?

TECH PARTNERSHIPS
BOLT ON

INTEGRATED
TTM STACK

TECH PARTNERSHIPS
BOLT ON

VMS
FMS
E-PROCUREMENT
TTM TECH STACK
ATS
HRIS

AI
MARKET DATA
PRIVACY
BLOCKCHAIN
REPORTING
SECURITY

VMS
FMS
E-PROCUREMENT
ATS
HRIS

POINT SOLUTION
TTM STACK

SimplifyWorkForce

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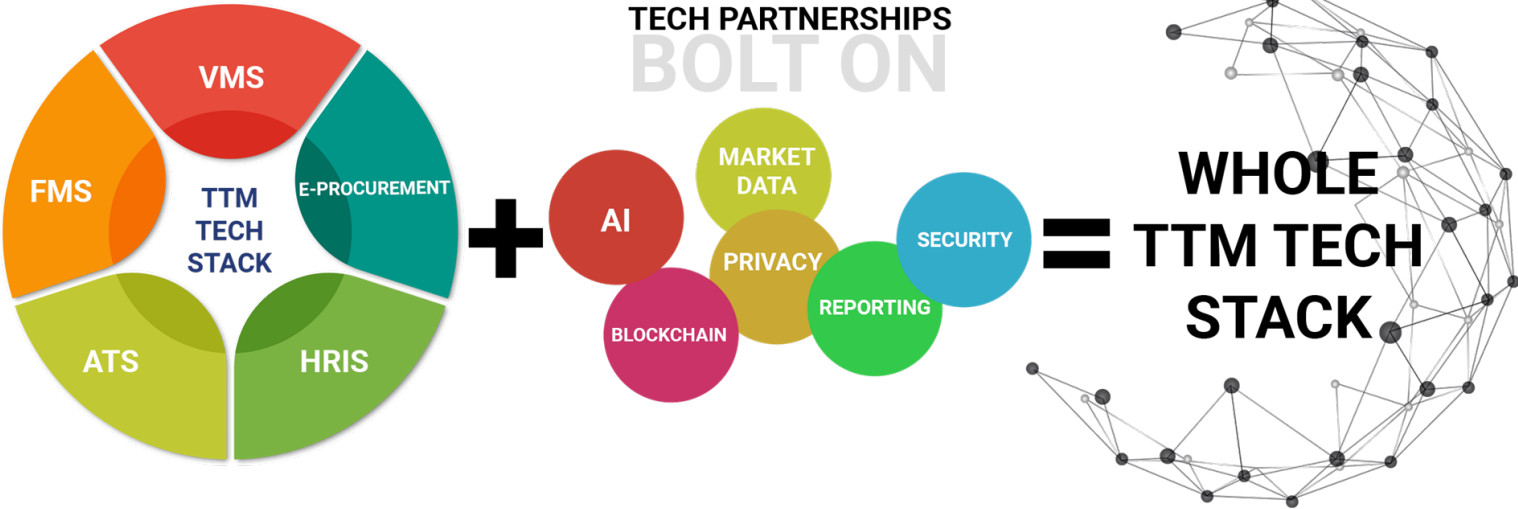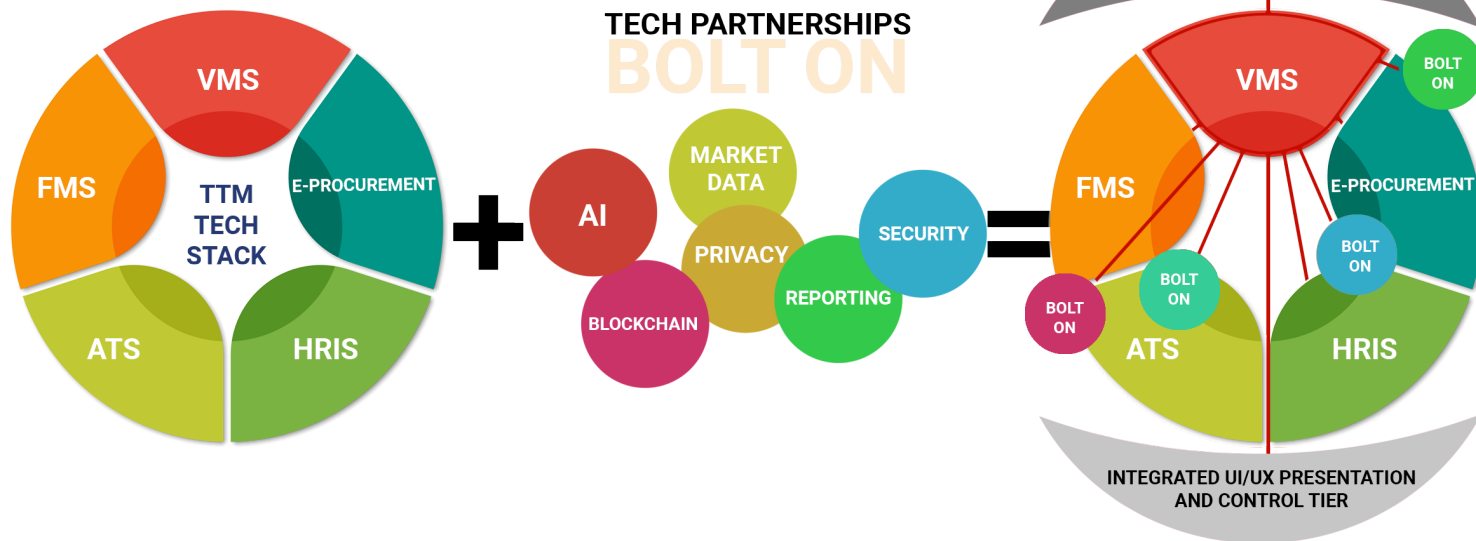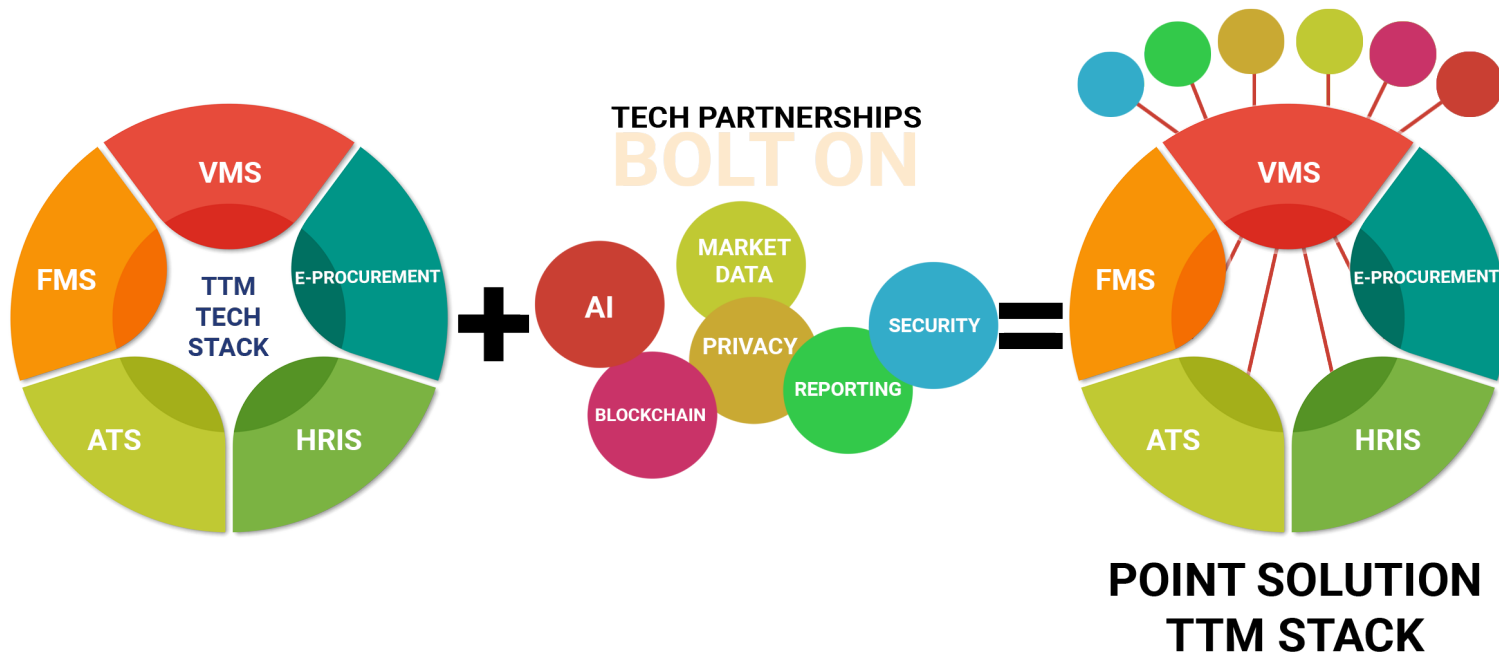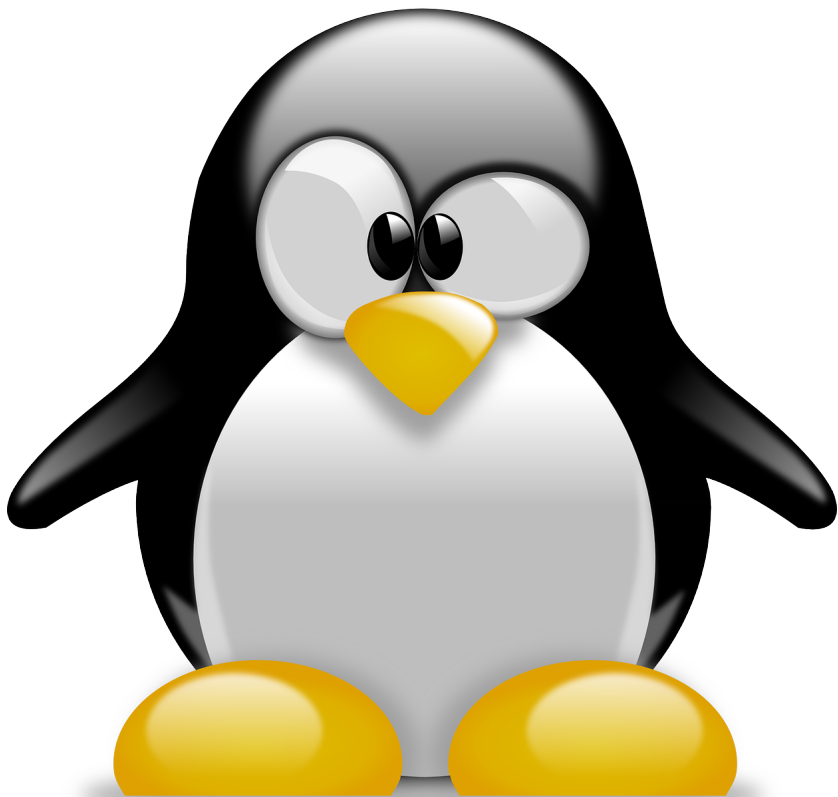
# What Now?

# Where is your Organization on the Total Talent Management Continuum?

| Level 1 | Level 2 | Level 3 | Level 4 | Level 5 | Level 6 |
|---------|---------|---------|---------|---------|---------|
| Employee-only focus | Employee-centric focus | Reactive talent co-existence | Pro-active talent co-existence | Reactive talent integration | Proactive talent integration |

# Understand Where you Are

| HR Facets | Level 1 Employee-only focus | Level 2 Employee-centric focus | Level 3 Reactive talent co-existence | Level 4 Pro-active talent co-existence | Level 5 Reactive talent integration | Level 6 Proactive talent integration |
|---|---|---|---|---|---|---|
| TTM Governance | | | X | | | |
| Organization Design & Development | | | X | | | |
| Resource Planning | | | X | | | |
| Compensation & Benefits | | | X | | | |
| Resource Fulfillment | | | | X | | |
| Resource Administration | | | X | | | |
| Managing Diversity & Inclusion | X | | | | | |
| Compliance & Risk Management | | | | X | | |
| Onboarding/Offboarding | | | X | | | |
| Performance Management | X | | | | | |
| Training/Learning & Development | X | | | | | |
| Resource Engagement | | | | X | | |
| Technology | | | X | | | |

# Define your Total Talent Objectives



**Improve efficiency/agility/ flexibility**

**Address skills gaps**

**Understand true total labour costs**

**Tap into new talent pools**

**Improve workforce diversity**

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# Homework!

- **Go to school on your competition – what are they doing?**

- **Do your research: talk to vendors/partners: MSP, RPO, technology providers, SIA!**

- **Start with Total Talent Acquisition**

- **Incorporate Total Talent Thinking into your business decisions - e.g technology purchases**

# A Moment of Self Reflection...

- **What is the business case, specific to this organisation?**

- **How will I get executive sponsorship? (Governance)**

- **What will my scope be? (all talent types or a percentage?)**

- **How will I get full talent visibility?**

- **What are my technology requirements and how sophisticated do they really need to be?**

- **Where do I want (need) to be on the TTM continuum?**
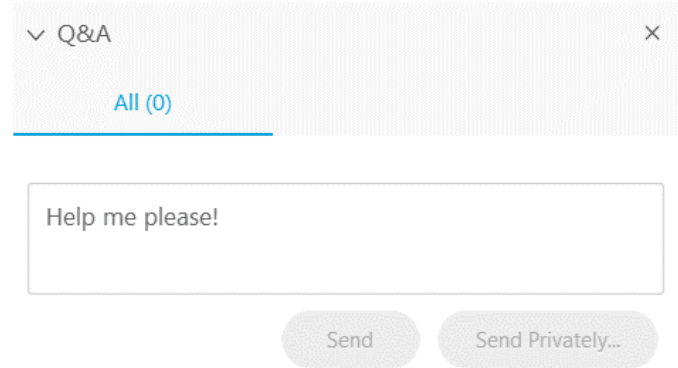
# Don't be a Laggard!

# Time for Your Questions…

# Questions?

- Questions may be submitted at any time.

- Click on the **Question Mark section** to open the Q&A window.

- Type your question into the small dialog box and click the Send Button.

# Thank you to our sponsor...

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# SIA Buyer Webinars



| DATE | TITLE |
|---|---|
| 2/21/2019 | Leveraging Trends in Direct Sourcing |
| 3/14/2019 | The Future of Europe?  Brexit and Beyond |
| 4/11/2019 | SOW and Services Procurement- A CW Program Guide to Success |
| 5/2/2019 | Advance your Contingent Workforce Program with a Well Designed Business Review |
| 5/15/2019 | UK: IR35 Off-Payroll Working Reform in Public and Private Sectors |
| 6/5/2019 | Start Your Journey on the Total Talent Continuum |
| 6/6/2019 | Asia Pacific: Challenges and Lessons Learned in Programme Adoption |
| 6/20/2019 | Talent Acquisition & Management for the Contingent Workforce: What does the future look like? |
| 7/10/2019 | Developing a Best in Class Contingent Workforce Program |
| 8/8/2019 | Tested Strategies- SOW and Services Procurement |
| 8/28/2019 | Background Checks, Immigration and H1B , How to Stay out of Hot Water |
| 9/25/2019 | By the numbers:  The best of SIA Research |
| 10/23/2019 | Human Cloud, Artifical Intelligence and the bleeding edge of Talent! |
| 11/13/2019 | Workforce Solutions Global Buyer Webinar APAC |
| 12/4/2019 | 2019 and the Year in Review |
| 12/17/2019 | 2020 and the Future of Talent |

*Schedule and topics subject to change with notice

**SIA | Staffing Industry Analysts Contingent Workforce Strategies Council Webinar**

# SIA Resources

Workforce Solutions Buyer Survey: Full report and cumulative index

Mapping the Total Talent Management Continuum

http://lexicon.staffingindustry.com/

**Contact the SIA CWS Council team at enterpriseservices@staffingindustry.com**

- Copies of the slides and a link to the audio recording will be distributed to all attendees within 48 hours following the webinar.

- A replay of this webinar will be available for our CWS Council and Premium Corporate members at: www.staffingindustry.com/webinars-buyer

SIA | Staffing Industry Analysts Contingent Workforce Strategies Council Webinar

# About Staffing Industry Analysts (SIA)

Founded in 1989, SIA is the global advisor on staffing and workforce solutions. Our proprietary research covers all categories of employed and non-employed work including temporary staffing, independent contracting and other types of contingent labor. SIA's independent and objective analysis provides insights into the services and suppliers operating in the workforce solutions ecosystem including staffing firms, managed service providers, recruitment process outsourcers, payrolling/compliance firms and talent acquisition technology specialists such as vendor management systems, online staffing platforms, crowdsourcing and online work services. We also provide training and accreditation with our unique Certified Contingent Workforce Professional (CCWP) program.

Known for our award-winning content, data, support tools, publications, executive conferences and events, we help both suppliers and buyers of workforce solutions make better-informed decisions that improve business results and minimize risk.
As a division of the international business media company, Crain Communications Inc., SIA is headquartered in Mountain View, California, with offices in London, England.

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