



The Lexicon

*The Global Language of the
Workforce Solutions Ecosystem*

About Staffing Industry Analysts

Founded in 1989, Staffing Industry Analysts (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.

For more information: www.staffingindustry.com

Introduction

One of the major challenges facing contingent workforce program managers and staffing executives focused on this area is ensuring that a common language is used. A lack of common definitions can cause severe communication problems between program managers and suppliers or when benchmarking contingent workforce programs across organizations. To help alleviate the issue, SIA's **Lexicon of Global Workforce-Related Terms** suggests a set of definitions for the workforce solutions ecosystem to use.

Some of these terms are subject to debate and there may be no common consensus around their use. In these cases, we have endeavoured to provide multiple definitions to clarify the issues. While we trust that the Lexicon will be useful in enabling a common understanding among parties, it is not meant to provide a complete set of legal or operating definitions. Although this is not an exhaustive dictionary of accounting and legal terms, we have included a number of such terms where they are particularly relevant to the staffing and HR industries.

The majority of terms are generic in nature and are understood globally; however, some terms are more regional in nature, and we indicate which these are with the identifying icons below:

- ◆ Term used in North America
- ◆ Term used in Latin America
- ◆ Term used in Europe
- ◆ Term used in the Middle East & Africa
- ◆ Term used in APAC

Our aim is not to provide a multi-language Lexicon but to provide insight into foreign terminology that is important in the wider global environment. We have retained the use of US-English spellings throughout the Lexicon (except where a term is relevant exclusively outside the US); however, it is prudent to familiarize yourself with common work-related variations between American and British English spellings such as *Call Center/Call Centre*, *Labor/Labour*, *Organization/Organisation*, *Program/Programme* and *Specialty/Speciality*. English-users outside the US and UK may use either North American or UK spellings.

At the end of the Lexicon, we provide a convenient list of Acronyms and Initialisms for ease of reference given the extensive use of such abbreviated terms within the world of workforce solutions.

This Lexicon is meant to be a living document. We encourage readers to suggest additional terms or to submit corrections and clarifications to the existing set of definitions. As we receive and compile new additions or clarify existing definitions, we will make quarterly updates to this Lexicon. If you have corrections, clarifications or questions, please send them to us at lexicon@staffingindustry.com

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Staffing Industry Analysts’ Workforce Solutions Ecosystem



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The Workforce Solutions Ecosystem highlights interconnected components of the Staffing Industry and other types of Workforce Solutions. It comprises six primary segments all of which are further defined in this Lexicon:

- Staffing,
- Process Outsourcing,
- Payrolling/Compliance,
- Contracting/Consulting,
- Talent Acquisition Technology, and
- Other Workforce Solutions

Businesses in this Ecosystem operate in a broad and complex network of related and unrelated products and services which interact and compete with each other. We have placed the Staffing Industry at the core of this Ecosystem, though, of course, we realize that this will appear to be a somewhat biased perspective if the center of your particular universe lies elsewhere. We are confident that the Workforce Solutions Ecosystem provides a good representation of the market as it exists today, but we are equally confident that it will need reviewing and updating on a fairly frequent basis, owing to the rapid evolution of technology and globalization

Lexicon

◆ 1099 Worker

Form 1099 is used in the US to report certain types of non-employment income other than wages, salaries and tips to the Internal Revenue Service. As such, freelancers, consultants and independent contractors must declare their income on a 1099 form and such workers are sometimes referred to as '1099's. This contrasts with salaried employees who must complete a W-2 form (*see W-2 Employee*).

Understanding the differences between a 1099 Worker and a W-2 Employee is very important. If an employee is misclassified as an independent contractor, an employer could be subject to costly fines and legal fees. And W-2 Employees who are misclassified as independent contractors can sue employers for benefits they were denied, such as health insurance, overtime pay, and the minimum wage.

Administrative Fee

As part of an MSP or VMS service (*see definitions*), an additional fee may be charged to a client (subscriber) to cover selling, general and administrative costs for administering the contingent worker program (defined as "Operating Costs" in Europe) over and above the costs of contingent worker salary, taxes and benefits provided. This fee is usually expressed as a percent of bill rate and often, but not always, passed on to the suppliers within the program.

◆ Administrative Services Organization (ASO)

An ASO is similar to a PEO (*see definition*) in that it assumes the risks and rewards of workers' compensation insurance, and provides healthcare coverage to client employees, but it differs from a PEO in that it does not serve as co-employer of the workers. As ASOs do not act as the Employer of Record, they cannot share employment-related risk, which leaves clients open to increased legal risk and financial exposure.

Affirmative Action

Legal policy of favoring workers who are members of a disadvantaged group that currently suffers or historically has suffered from discrimination within a culture in securing employment or a promotion. Its intention is to improve their chances in securing employment or a promotion. Used in many countries in one form or another, but most notably in the US, and in South Africa where it is used as a remedy to balance the workplace following many years of apartheid. Known as "positive discrimination" in the UK, such action is generally unlawful. As "employment equity" in Canada, affirmative action may be used in relation to certain designated groups by federally-regulated employers to address issues of inequality relating to race, color, religion, sex or national origin.

Agency

A shorthand term that has come to apply to any staffing firm providing temporary or direct hire services. (See also *Employment Agency (Private)*).

Agency Contractor

A term used to refer to temporary employees provided by a staffing agency. Often used in contrast to independent contractors. (See also *Temporary Employee*)

◆ Agency Model MSP

Refers to the primary alternative contractual arrangement for the supply of MSP found in those markets where having the MSP act as Principal is not lawful. In certain markets (i.e. France, Germany and Italy), legislation prevents second tier suppliers from supplying through an intermediary as local agency license requirements determine that the license holder contracts directly with the end user.

Under the Agency Model, the MSP sits beside the supply chain rather than in the middle of it providing administrative services. The hirer contracts directly with individual supplying staffing companies, but the MSP administers those contracts on their behalf. Administrative services provided by the MSP may also include supplier selection, negotiating and standardizing contracts, processing requisitions, management of time reporting, compliance services, and managing invoicing requirements such as consolidated invoicing and invoice tracking. It will not include billing second tier staffing suppliers. (See also *Principal Model MSP* and *Margin only Model MSP*).

◆ Agency Work

Preferred terminology used by the World Employment Confederation (WEC) and by certain European social partners to describe temporary staffing provided through a staffing company. Hence "Agency Work Business" (AWB) and Agency Worker. There is a contractual relationship between the Agency Worker and the Temporary Work Agency and the Agency Worker is paid by the Temporary Work Agency. While there is no contractual relationship between the Agency Worker and the end user client, direction and control of the Agency Worker is exclusively the responsibility of the end user client.

◆ **Agency Worker**

An Agency Worker is defined by the UK's Agency Workers Regulations 2010 (*see definition*) as an individual who is supplied by a Temporary Work Agency (*see definition*) to work temporarily for and under the supervision and direction of a hirer; and who has a contract with the temporary work agency which is either a Contract of Employment (*see definition*) with the agency, or any other contract (a Contract for Services – *see definition*) to perform work and services personally for the agency. (See also *Agency Work*).

◆ **Agency Workers' Directive (AWD)**

The European Union Directive (2008/104/EC) on temporary agency work was agreed in November 2008 to improve the quality of temporary agency work by applying the principle of non-discrimination and to address unnecessary restrictions and prohibitions on the use of temporary agency work in the European Union.

Under the Directive, a Temporary Agency Worker (*see definition*) will be entitled to equal treatment (at least the basic working and employment conditions that would apply to the workers concerned if they had been recruited directly by that undertaking to occupy the same job). "Equal treatment" relates only to basic working and employment conditions of Temporary Agency Workers (e.g., pay, working time) and does not affect the employment status of temporary workers.

As with all EU Directives, the purpose of the AWD is to harmonize the law across all member states. EU member states were obliged to amend laws and regulations to comply with the AWD by December 5, 2011 including the UK, which implemented the Agency Workers Regulations in 2010. (See also *Agency Workers Regulations*).

◆ **Agency Workers Regulations (AWR)**

A UK law, effective October 1, 2011, implementing the EU Directive 2008/104/EC on temporary agency work (See: Agency Workers Directive). The AWR provides Agency Workers supplied through a Temporary Work Agency with entitlement to the same basic employment and working conditions as if they had been recruited directly, if and when they complete a qualifying period of 12 weeks in the same job. (See also: *Qualifying Clock*).

The AWR also grants certain rights to such Agency Workers from the first day of their assignment such as access to facilities (i.e. canteen) and information on job vacancies. While the UK left the European Union on January 31, 2020, the AWR remains in place leaving UK law relating to the provision of Agency Workers harmonized with EU law.

◆ **Agent of Record**

A term used in the US to describe a service whereby the provider acts as a third-party intermediary between a staffing firm or client and one or more independent contractors, administering the back-office functions related to engaging independent contractors, including payroll and government reporting requirements. It is often used in conjunction with ICEC (Independent Contractor Evaluation and Compliance) services (*see definition*).

Alternative Staffing

A very imprecise term that describes the gamut of non-traditional work arrangements available to organizations other than regular, direct and full-time employment. Alternative staffing arrangements include temporary help, leased worker arrangements, home-based work and contract employment. Alternative staffing arrangements may be made through a third-party contractor or directly negotiated between an employer and an employee. (See also *Atypical Employment*).

Ancillary HR Services

A segment of SIA's Workforce Solution Ecosystem, this includes all other workforce related third-party services not captured elsewhere in the ecosystem. Examples include retirement services, compensation and benefits, employee motivation and engagement, performance management and relocation services to name a few.

Applicant

An individual seeking employment (with a temporary help firm, technical services firm, through an employment agency or directly with a company). In most countries, after hiring, a temporary worker is regarded as an employee, not an applicant, of the temporary help company.

◆ **Applicant Paid Fee (APF)**

A fee paid by the applicant to the staffing agency upon placement in a permanent job. APF business was common in the early years of direct hire, but now accounts for a small portion of total placement revenue (See also *Employer Paid Fee*). Article 7 of ILO Convention 181 which has been instrumental in establishing a legal status for agency work in developing economies states that "private employment agencies shall not charge directly or indirectly, in whole or in part, any fees or costs to workers" (See also *International Labour Organization*). In countries that have ratified ILO Convention 181, and in many other countries that have not, such as the UK, it is illegal for private employment agencies to charge fees for work-finding services, but national laws allow fees to be charged for additional training or other services e.g., CV-drafting services.

Applicant Tracking System (ATS)

A service segment of the Talent Acquisition Technology Industry. An ATS is a software application that enables the electronic handling of corporate recruitment needs. Most incorporate a company website, enabling companies to post jobs onto their own website, as a way to attract candidates. The ATS solutions store these candidate data inside a database to enable effective searching, filtering and routing of applications.

Certain vendors use a different description for ATS software, such as talent management software (TMS), candidate management system (CMS) or recruitment management system (RMS). ATS is often used to underpin a Recruitment Process Outsourcing program.

There is a separate type of ATS which acts as a module within a staffing firm front-office software solution, however these products are normally sold by a different group of vendors with functionality to meet the workflow requirements of staffing firms rather than corporate recruiters.

Approved Supplier List (ASL)

Within a Contingent Workforce Sourcing Model (*see definition*), an ASL is where the provision of a contingent workforce, in whole or in part, is exclusively granted to a limited, but more than one, number of staffing providers, according to specified conditions. Also known as a Preferred Supplier List or PSL.

Assign

In the supply of contingent workers, assign refers to the act of deploying a contingent worker such as a temporary employee on a specific work-engagement.

Assignment

In the supply of contingent workers, assignment sometimes refers to a task or duty being performed by a contingent worker (i.e., a requisition for a temp, or each onboarded consultant associated with a consulting engagement). Assignment may also refer to the period of time that a temporary employee is working at an organization's facility; however, change orders such as extensions, do not count as separate assignments. Assignment length is regulated in a number of European and other markets (*see Term/Tenure Limits*). (*See also Place*).

◆ At Will Employment

Under US labor law, At-Will Employment refers to an employer's ability to dismiss an employee for any reason (that is, without having to establish "just cause" for termination), and without warning, as long as the reason is not illegal (e.g. firing because of the employee's race, religion or sexuality). When an employee is acknowledged as being hired "at will," courts deny the employee any claim for loss resulting from a lawful dismissal. The employee is equally free to quit, strike, or otherwise cease work without giving notice to the employer.

Many states have modified local laws by adding an increasing number of exceptions, or by changing the default expectations in the employment contract altogether. In workplaces with a trade union recognized for purposes of collective bargaining, and in many public sector jobs, the normal standard for dismissal is that the employer must have a just cause (*see definition*).

At-Will Employment disclaimers are a staple of employee handbooks in the United States. It is common for employers to define what At-Will Employment means, explain that an employee's at-will status cannot be changed except in writing signed by the company president (or chief executive), and require that an employee sign an acknowledgment of their at-will status. However, the National Labor Relations Board has opposed as unlawful the practice of including such disclaimers.

◆ Atypical Employment

Work that is other than full-time and permanent, including part-time, evening and weekend work, all categories of contingent work such as temporary work, fixed-term contract employment and independent contracting. Some users may also use the term to include remote home-based work or Telework (Telecommuting in the US) (*see definition*). (*See also Alternative Staffing*).

◆ AÜG (Arbeitnehmerüberlassungsgesetz)

AÜG is the German law that regulates temporary work and which requires each separately incorporated entity that wishes to lease employees, to obtain an AÜG license from the appropriate state labor office. Licenses are valid for one year and may be renewed. The provision of independent contractors falls outside the scope of the AÜG and a number of foreign staffing firms focus on this area of provision. However, the penalties for providing labor without the appropriate license are severe for both the supplier and the hirer.

Failure to follow the licensing rules correctly exposes the agency to fines and criminal proceedings while end-users will find that an employee who works for an unlicensed agency, and not as a true independent contractor, will be deemed to be the hirer's employee at the point in time they started to work for the hirer.

Back Office

In a staffing context, the Back Office is part of the tech stack used to underpin the services of a Staffing Firm (*see definition*). It is used to create and distribute net pays and net bills (aka invoices) and to report and meet regulatory obligations which can range from payment of taxes to submission of gender balance statistics, etc. The Back Office is underpinned by the Staffing Firm's financial systems. An HR module also captures key employee data which entails recording various entitlements such as leave types, classification conversion, visa, and specific employment conditions. (See also *Front Office and Middle Office*).

Background Check Verification Technology

A suite of technology that attempts to automate the process of performing background checks and verifications on candidates at scale. This is typically done by trying to standardize the different data structures used in different jurisdictions, to allow companies to gather relevant candidate data in an automated fashion. Other features include automated I9 verification (in the US) and using facial recognition technology to validate a candidate's picture against relevant identification. (See also *Identity Verification*)

◆ **Belo Contract**

An agreement between an employer and employee that outlines an alternative salary method of compensation for those who do not have a regular work schedule. It includes both standard hours and expected overtime pay, but its use is more restrictive than the alternative Fluctuating Workweek Method (*see definition*) including limitations on the maximum number of hours worked (60 hours), exclusion of bonuses and a requirement that neither the employer nor employee can control or reasonably anticipate the number of hours that will be worked each week.

Bill Rate

In the supply of temporary workers, the bill rate is the amount the buyer of staffing services is expected to pay the agency inclusive of the temporary worker pay, statutory expenses, benefits and agency markup (See also *Burden*).

Blended RPO

Refers to the inclusion of contingent labor as well as direct hire in a Recruitment Process Outsourcing contract. (See also *Recruitment Process Outsourcing* and *Contingent RPO*).

Blended Workforce

This is a recent term that is gaining momentum especially among large staffing firms that also offer MSP and RPO services. Blended workforce means the planned use of direct-hire personnel and contingent workers to meet the strategic and tactical workforce needs of an organization.

The contingent worker element of today's organizations continues to grow as an important percentage of the "blended workforce" across multiple industries and skill sets and can range from non-exempt customer services roles to executive exempt positions in the leadership C-Suite. A "blended" total talent acquisition supply chain solution has the capability to deliver talent in whatever modality/legal form is required (direct or contingent) in an integrated and cohesive engagement. (See also *Total Talent Management*).

Blind Recruitment

The process of removing identification details from candidate resumes and applications to help hiring teams evaluate people on their skills and experience instead of factors that can lead to decisions based on discriminatory attitudes or Unconscious Bias (*see definition*).

Blind Recruitment will eliminate candidate details relating to ethnic background, gender and age but can include other details which may lead job interviewers to make assumptions about candidates such as name, religion, education and personal interests.

Blind hiring is mostly used during the candidate screening stage or in pre-employment testing, when data about applicants' skills and characteristics is collected through assessments and the results are compared to pre-set benchmarks. But Blind Recruitment effectively starts at the very beginning of the hiring process in the creation of inclusive job descriptions that encourage diverse candidates to apply.

Some employers extend Blind Recruitment methodology to the interview stage itself through the use of Q&A surveys, live chat formats or the deployment of automated interviewing robots.

Blind Recruitment can act as a detriment to the achievement of diversity goals. If, for example, an employer is striving for better gender balance in its hiring, eliminating gender indicators in candidate details may not necessarily lead to the desired outcome.

Bogus Self-Employment

Sometimes referred to as false self-employment or dependent self-employment, this is commonly understood as involving persons/workers registered as self-employed whose conditions of employment are de facto dependent

employment. National legislation and/or court decisions determine this status. This employment status is used to circumvent tax and/or social insurance liabilities, or employers' responsibilities. (See also *Misclassification*)

◆ Burden

In relation to pay, burden is the mandatory employer-paid payroll taxes and benefits based on the wage or salary of employees. While the term is more familiarly used in the US, the concept is global given that, in all countries, both state and federal authorities collect some form of payroll tax. In the US, burden will include workers' compensation, unemployment insurance (SUTA), employer's share of FICA (Social Security and Medicare) and state or local taxes, for each temporary employee on assignment. In Europe, mandatory benefits vary per market but will generally include employment tax and social insurances. (Also known as *Statutory Expenses*) In staffing, Pay Rate plus Burden (see *definition*) equal Direct Cost, i.e. a business expenses that directly applies to the provision of a temporary worker.

Business Process Outsourcing (BPO)

A service segment of the Process Outsourcing Industry, Business Process Outsourcing is the use of an outside business services vendor (and its supervised personnel), either on the customer's premises or off-site at the vendor's location, to perform a function or run a department that was previously staffed and supervised by the customer directly. (Sometimes, but not necessarily, limited to situations where some or all of the customer's previous staff performing that function are hired by the outsourcing vendor.)

BPO relationships differ from project work in that the duration of the contracts are typically much longer than one year or more and are not necessarily driven by milestones or deliverables but the ongoing provision of services.

In Europe, certain legal obligations are placed on the outsourcing company. For example, the UK Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) safeguards employees' rights on the transfer of a business. They apply to the outsourcing of functions as well as a change in service provision. The contracts of employment of all staff within the affected area are automatically transferred to the new employer, which then takes over all rights and obligations arising from those contracts of employment, except criminal liabilities and pension obligations.

Outsourcing can be undertaken in a different country, usually to leverage cost advantages and this activity is more commonly referred to as 'offshoring' or 'nearshoring' where the country in which the outsourced services are provided is close to the country where the client is based (see *definitions*). While many offshore projects are outsourced to third-party intermediaries, a company can offshore activities using facilities/resources it owns/controls in another country, such that the term does not necessarily imply outsourcing.

SIA further segments Business Process Outsourcing into Enterprise BPO, Business Support Outsourcing, Outsourcing Agency, Offshore Recruitment Services and Virtual Assistants (see *definitions*).

Business Support Outsourcing

A sub-category of Business Process Outsourcing (see *definition*) where firms outsource more discrete tasks rather than the business-critical outsourcing found in the Enterprise BPO market (see *definition*). We further differentiate two sub-categories of Business Support Outsourcing; Outsourcing Agencies and Virtual Assistant firms (see *definitions*).

The demarcation among these various BPO categories can be quite opaque and firms that operate in one category may happen to infringe on another.

Candidate

An applicant for a job who has been pre-qualified for consideration as a temporary or full-time employee. Also used to distinguish an individual from a pool of unqualified applicants.

Candidate Discovery

Refers to a broad category of companies and products that allow for businesses to find candidates. Under SIA's Workforce Solutions Ecosystem, candidate discovery is subdivided into three smaller categories — talent platforms, online job advertising and sourcing automation tools. In turn, the three categories are subdivided themselves. Talent platforms include crowdsourcing platforms and talent platform aggregators. Online job advertising is subdivided into job boards, job aggregators, social media job sites, community sites, online classifieds and online job advertising tools (programmatic job ads, job distributors and job post optimizers). Lastly, sourcing automation tools are subdivided into résumé parsing/search match tools, people aggregators and sourcing process automation platforms including intelligent sourcing management systems (see *definitions*).

Candidate Engagement

Refers to a broad category of companies and products in the workforce ecosystem that allow companies to interact with candidates for jobs. It's subdivided into three smaller categories — texting/email technology, recruitment chatbots, engagement platforms.

Candidate Ghosting

Refers to the unexpected disappearance of a candidate from the recruitment process which could include not showing up for a scheduled interview or, even failing to appear on the first day of a new job. The trend is growing in a tight labor market where candidates have plenty of options and employers are having to leverage new talent acquisition technology tools and techniques to keep candidates fully engaged throughout the hiring process.

Candidate Pre-Screening

Generally viewed as the entire pre-hire process from reviewing resumes to interviewing candidates. For recruiters, however, there may be more involved. Recruiters often pre-screen candidates before submitting them to open positions. They may also provide added-value pre-screening services for their clients such as skill assessment, background checks or drug screening.

Candidate Processing

Refers to the tracking and maintaining of information about candidates as they progress through various stages of the recruiting lifecycle, often serving as the “central hub” for talent acquisition activities. Products that help staffing buyers manage their contingent workforce fall into the “candidate processing” category in the workforce solutions ecosystem. They include applicant tracking systems (ATS), vendor management systems (VMS), freelancer management systems (FMS) and direct-sourcing platforms (*see definitions*).

Candidate Profiling

Provides for the centralized management of individual candidate data and enabling hiring team members to review, rate, and interact with the Candidate (*see definition*).

Candidate Profiling could include behavioural/personality tests such as provided by Psychometric Assessment tools (*see definition*).

Candidate Relationship Management

A widely implemented strategy for managing a company’s interactions with internal and external job applicants and candidate prospects. It typically involves using technology to organize, automate, and synchronize business processes—principally recruiting activities, but also for promoting the employer brand, and the development of talent pools or communities. The overall goals are to find, attract, and engage new prospective employees, nurture and retain the candidates the company has invested in but cannot yet hire, entice former employees back into the fold, and measure the return on recruitment marketing and job advertising costs.

Candidate Sourcing

See *Sourcing*.

Candidate Verification and Assessment

Refers to the Workforce Solutions Ecosystem category that includes firms that check the criminal backgrounds of job candidates, test their skills, eligibility for employment, document verification and provide other services. Example services provided in the candidate verification category are background check verification, social media screening, psychometric assessment, skills tests and interviewing platforms.

Captive Staffing

An internal group that provides staffing services and solutions within (and usually exclusively for) an organization to place talent in a temporary engagement. This internal staffing group, often operating under its own brand and structured much like a staffing company, provides a variety of traditional staffing services that range from sourcing talent that matches the organization’s temporary engagement needs; to ongoing temporary assignment management support; and the onboarding and offboarding services at the beginning and completion of a temporary engagement.

A good example of a captive staffing firm is Autovison GmbH which provides workers to Volkswagen in Germany. Captive staffing was a prominent feature of the Japanese staffing market in the 1990’s but has since been outlawed.

Career Management

Structured planning through the active choice of managing a professional career and embracing various concepts such as self-awareness, career development planning/career exploration, life-long learning, and networking. Career management often refers to an individual tasking responsibility for their own career development rather than the provision of third-party services to facilitate such development.

Career Transition

The process of finding and moving into a new career either individually or with the aid of a third-party service. Career transition can have many different drivers such as the choice to change career and may not necessarily result from redundancy. When provided by a third-party, the term Career Transition is often used interchangeably with Outplacement (*see definition*).

Many perceive Career Transition as a more positive description as it implies a proactive approach in contrast to Outplacement which can be interpreted as something being done to an employee who is surplus to requirements. Because of this perception, a service described as Career Transition may, in reality, be straightforward Outplacement.

Casual Labor

Casual Labor is the irregular employment of workers whose normal employment consists of a series of short-term jobs. Casual labor is usually hired informally by the hour or day or for the performance of specific tasks.

Some countries may provide certain rights and benefits in law, as in Australia where the Fair Work Amendment (Supporting Australia's Jobs and Economic Recovery) Bill 2021 introduced a definition of a casual employee and provided certain rights to casual employees. These rights include a right to request conversion to full-time or part-time employment after 12 months. (See also *Day Labor*)

Certificate of Employment Intermediaries (CEI)

The Singapore Ministry of Manpower requires that all agency employees who are acting as employment intermediaries must obtain a CEI. The CEI training course aims to equip employment agency personnel with knowledge of employment laws and regulations. There are two different levels of certification depending on whether or not foreign workers are to be placed. The basic course applies to all personnel performing employment agency work while the KAH (key appointment holders) course is for business owners and senior executive personnel. It is important that agency employees properly understand their obligations under the various acts, and their personal liability if they breach certain conditions, and this is one of the reasons for the certification course and process. The Ministry of Manpower maintains an online registry of all CEI holders.

Certified Contingent Workforce Professional (CCWP)

A global accreditation program provided by Staffing Industry Analysts designed for HR, procurement, MSP solution providers and others who manage corporate contingent staffing. The CCWP Certification assesses and expands the level of expertise of participants to create an elite brand of CW program management professionals and is now a specified requirement in many advertised vacancies for program managers. To become certified, participants must demonstrate knowledge of contingent workforce management best practices by taking a class and passing a rigorous certification exam. In order to maintain CCWP certification, professionals must earn 24 Continuing Education Units (CEUs) during a three-year certification time frame.

CCWP Statement of Work (SOW) Management Expert is a separate and complementary accreditation available for those who wish to control costs and enhance project/services engagement quality in the deployment of Statement of Work arrangements (*see definition*).

Cisgender

A cisgender person (sometimes cissexual and informally abbreviated as cis) is a person whose gender identity matches their sex assigned at birth. For example, someone who identifies as a woman and was identified as female at birth is a cisgender woman. The word cisgender is the antonym of transgender.

◆ **CL (Comprehensive License)**

One of two types of license required in order to operate as an Employment Agency in Singapore and is valid for three-year periods. An Employment Agency holding a CL may place any type of workers. However, if they place foreign workers, the number they place will depend on the amount of security deposit they have furnished. (See also *CEI (Certificate of Employment Intermediaries and Select License)*)

Client

In a staffing context, a client is the recipient of the service provided by an intermediary (temporary staffing, direct hire or other related service). The candidate is not regarded as the client (See also *End User; Hirer*).

Clinical/Scientific Staffing

See *Life Sciences Staffing*.

Co-employment (Co-employer)

Co-employment, or joint employment, is when two employers are jointly and individually responsible for compliance with the duties or obligations of an employer in respect of work performed by a single individual. Co-employment is not a legal term. The terms more commonly used in statute law in the US to describe the relationship between a user and supplier of workers are "joint employers", "general and special employers" or "primary and secondary employers". There is no single definition of joint employment in US law. Instead, the test or standard for determining when a company is acting as a joint employer may be different for each statute and in different jurisdictions. (See also *Joint Employment*)

Outside of the US, many jurisdictions impose joint liability on the users of contingent workers supplied by a third-party staffing firm for specific obligations, such as health and safety obligations, the payment of workers' remuneration or the remittance of taxes and social security contributions.

In some countries, the law provides that the worker is deemed to be the employee of the hirer, in place of the staffing supplier or an employment intermediary. Deemed employment arises because of a breach of specific laws, such as the use of workers in Germany supplied by an agency that lacks a valid AÜG licence to supply labor. In such cases, the obligations of an employer are conferred on the hirer. (See also *Deemed Employment*)

Co-employment Risk

The specific legal and financial risk to employers arising from Joint Employment situations (*see definition*). These risks in the US can include, but are not limited to, pay, benefits or unemployment claims; discrimination claims; harassment claims; and workers compensation claims. Many US legal experts view co-employment risk as unavoidable in staffing relationships due to the level of supervision and direction given to contingent workers by the hirer. (See also *Joint Employment*)

◆ **Collective Labor Agreement (CLA)**

A CLA is a labor contract between an employer and one or more unions and is common throughout continental Europe. Collective bargaining consists of the process of negotiation between representatives of a union and employers (represented by management, or in some countries by an employer organization) involving terms and conditions of employment, such as wages, hours of work, working conditions and grievance-procedures, and about the rights and responsibilities of trade unions. The parties often refer to the result of the negotiation as a collective bargaining agreement (CBA) or as a collective employment agreement (CEA).

CLAs can be negotiated at a company, sector, regional or national level.

Commercial Staffing

A segment of temporary staffing that includes, but is not limited to, workers with the skills, knowledge and training required for occupations in light industrial, office/clerical and general labor categories. Sometimes referred to as "Traditional Staffing" or "Generalist Staffing."

Within SIA's taxonomy, Commercial Staffing comprises Office/Clerical Staffing and Industrial Staffing (*see definitions*).

Community Job Site

Community websites that have job posting functionality are dominated by firms where IT programmers can share coding information and where competitive programming challenges are set for developers to program according to provided specifications. Some sites provide a forum where programmers can ask questions or help peers figure out difficult programming challenges. Community Job Sites would also include firms such as Glassdoor which enables employees to rate employers (and look for jobs).

Compressed Workweek

A Compressed Workweek allows an employee to work a traditional 35-40 hour workweek in less than the traditional number of workdays. Many compressed work schedule options may be negotiated, e.g., a standard workweek of 35 to 40 hours may be compressed into three or four days of nine to 12 hours. Sometimes referred to as "four-tens," meaning four 10-hour workdays.

Consultant

In general terms, a consultant is a person who provides professional or expert advice in a particular field of science or business to either an organisation or individual. In the provision of contingent labor, consultant is a term often used to describe a contingent worker performing professional-level work in areas such as IT, Engineering or Management Consulting Services. The type of work performed by such consultants may involve no consulting activities at all.

In some countries "Consultant" is also the term commonly used to describe the front-line staff in a temporary work agency, also referred to as a Recruitment Consultant or Staffing Consultant (*see definition*).

Consulting

Industry segment of the Workforce Solutions Ecosystem which includes Directly Sourced Contingent Workers and SOW Consulting Services (*see definitions*). Consulting businesses provide professional or expert advice in a particular field of science or business to either an organization or individual. In the context of Contingent Work, it includes work which is paid on the basis of a defined deliverable/statement of work and covers those categories of contingent workers that perform professional-level work in areas such as IT, Engineering, Energy, Financial Services, Life Sciences or Management Consulting Services.

Contingency Placement

The practice of charging a fee to either the applicant or the employer only after a successful referral of the applicant to the employer for employment. Note that it is forbidden or regarded as bad practice in almost all jurisdictions to charge a fee to the applicant. (See also *Applicant Fee* and *Retained Search*).

Contingency Recruiting (Search)

Refers to senior-level recruitment or executive-level searches most likely undertaken by an Executive Search firm (*see definition*). The executive search firm takes responsibility for the initial recruiting, screening and interviewing with payment of all (or most) of the fee contingent on the hiring of a referred candidate into a traditional employment role. (See also *Headhunter* and *Retained Search*).

Contingent RPO

A type of Managed Service Provision model of supplying contingent labor whereby the supplier sources contingent labor through client-dedicated recruiters in an outsourcing mode. These recruiters are trained on the company business and employer brand to attract candidates and any candidate data derived pools developed as part of the sourcing process are owned by the client. As such, the candidate database is the IP of the client which is returned at the end of a contract. Also, unlike the traditional Master Vendor MSP models, the candidate databases are not shared with other clients and candidates are not offered roles in other companies.

The majority of activity for the Contingent RPO supplier relates to performing services that deliver a high percentage of direct sourcing through this model, rather than managing and sourcing suppliers which strongly features in a Vendor Neutral MSP model. Further, unlike other MSP models, Contingent RPO pricing is typically volume based, with a price per candidate placed, rather than being based on spend either by number of candidates placed or on a per candidate basis. This model is closer to a Direct Sourcing model except that the service is outsourced to a third party.

Contingent Worker

Used to describe any person who works in or for a business but who is not employed by that business or on their payroll. It may also be used to describe workers with an explicitly defined or limited tenure.

Contingent workers include temporary employees provided by a staffing agency or staffing platform as well as independent contractors/consultants. Contingent workers may also include temporary workers from an internal pool, and others (such as summer interns, seasonal workers, freelancers, “crowdsourced” workers, etc.) employed directly by an organization for an intentionally limited time period. From an employer point of view, contingent work also includes statement-of-work (SOW) consultants who work for the company on a short-term basis. While the consultants themselves may or may not have an expectation of ongoing employment with their consulting firm, their work for the client is considered contingent.

Workers in Professional Employer Organization (PEO) arrangements are not contingent workers, because there is an indefinite employment relationship with the employer as well as the PEO. Similarly, outsourced service workers would not be included in contingent work as this work is expected to have an ongoing rather than explicitly defined, short-term tenure. The “contingent worker” label applies to all workers of any skill type or experience level who meet this definition, including those in professional, blue-collar, or office/clerical roles.

SIA treats contingent work as synonymous with the term “gig economy” (See also *Gig Work/Gig Economy*).

Contingent Workforce Management (CWM)

Contingent Workforce Management (CWM) is the strategic approach to managing an organization’s contingent workforce in a way that it reduces the company’s cost in the management of contingent employees and mitigates the company’s risk in employing them while providing better quality candidates as well as a more consistent and efficient supplier and user experience.

Contingent Workforce Program

The way a company or institution organizes its need for and use of (normally large numbers of) contingent workers (*see definition*). This may be limited to staffing, but usually includes other elements to optimize cost, quality, efficiency and level of risk. A program usually, but not necessarily, includes services from third parties. A Contingent Workforce Program is based on, or integrated into, one or more Sourcing Models (See also *Sourcing Models, Hybrid Program*).

Contract for Services

A contract between a service provider and its customer, through which the service provider agrees to carry out work or a service for the customer. A contract for services can be used for the provision of services on a one-off or short-term basis by an Independent Contractor, under a long-term arrangement or through a framework or master services agreement by a Managed Services Provider.

Although the contract will often stipulate the nature of the relationship between an employer and an Independent Contractor, this is not enough to determine employment status. A Contract for Services is distinguished from a Contract of Employment (*see definition*); sometimes referred to as a “contract of service”) by a lack of control on the part of the employer over the way the service provider performs the service. Other factors that are considered by courts in determining employment status include personal service, any obligations to provide or perform work (known as “mutuality of obligations” in the UK), financial arrangements and the extent to which the service provider is in business on their own account.

Contract of Employment

A contract of employment is a legally binding agreement between an employer and employee. Various tests are used to decide whether a person is an employee including:

- Mutuality of obligation - does the employer have to provide work, and does the worker have to take the work that is offered?
- Control - does the employer control how the worker does the work, and do the employer’s disciplinary procedures apply to the worker?
- Integration - how far is the employee integrated into the employer’s organisation?
- Personal Service or a right of 'substitution' - can the worker send another person to do work for the employer on their behalf?

(See also *Contract for Services*)

Contracting

Contracting describes the provision of services by a Contractor (*see definition*).

Contractor

The term Contractor is generally used for an individual hired to deliver a specified service as laid out in a contract between the individual and the hirer (*see also Independent Contractor*).

However, in the context of temporary staffing, a Contractor is also a term used interchangeably with Temporary Worker (*see definition*) to refer to individuals supplied by a temporary staffing firm and providing services, traditionally, in areas such as IT, Engineering, Energy and Construction.

In countries such as the UK and Netherlands, it is a term used to describe temporary workers supplied by a Temporary Work Agency who are employed by an Employment Intermediary such as an Umbrella Company or a Personal Service Limited Company (*see definitions*).

(See also *Employed Contractor*)

Contractor Payrolling

An arrangement in which a service provider acts as the employer of a Contractor. Similar arrangements are found in different business models across the globe, such as the typical US “payrolling” model also found in the Netherlands. Payrolling services are typically billed at significantly lower mark-ups than traditional temporary staffing because the staffing firm or other intermediary has not incurred any recruiting costs. (*See also Umbrella Company*).

◆ **Contrat à Durée Déterminée (CDD)**

Contrat à Durée Déterminée is the French legal equivalent of a fixed-term temporary employment contract. A fixed-term contract may only be used to hire an employee to perform a precise and temporary task in circumstances strictly defined by the French Labor Code, such as the replacement of absent employees. They are also subject to strict rules as to the number of renewals within a maximum legal duration.

◆ **Contrat à Durée Indéterminée (CDI)**

Contrat à Durée Indéterminée is the French legal equivalent of a permanent employment contract and is a contract concluded between an employer and employee for an indefinite term.

◆ **Contrat de Travail Temporaire (CTT)**

Contrat de Travail Temporaire is the triangular contractual arrangement described in the French Labor Code for the supply of a temporary worker by a Temporary Work Agency.

It involves two contracts between three participants: a contract of provision (*contrat de mise à disposition*) between the user company and the temporary work agency; and an assignment contract (*contrat de mission*) between the temporary work agency and the temporary worker.

Conversion Fee

Compensation fee paid to a temporary staffing firm for the loss of an employee when the staffing firm’s customer hires the temporary employee on a direct-hire basis. In the US, this is also known as Liquidated Damages (*see definition*) while in the UK it is also known as a Temp-to-Perm Fee. It is common for staffing firms to provide for

Conversion Fees where agency workers are transferred between staffing providers. This is known as a Temp-to-Temp fee in the UK (*see definition*).

In Europe and certain other countries, the Conversion Fee may be defined, restricted or even prohibited under law. Many staffing firms allow the conversion fee to be negotiated over the duration of the temporary assignment which can potentially lead to a free placement (See also *Temporary-to-Permanent*).

Corp-to-Corp

An arrangement between an organization and an independent contractor that has established itself as a legal entity (LLC, corporation, or S corporation) rather than a sole proprietor independent contractor (“1099” in the United States). In the UK, a limited company established by an independent contractor which is owned and controlled by the independent contractor is known as a “Personal Service Company” or “PSC” (*see definition*).

Co-Sourcing

Originally seen as a feature of mature RPO (*see definition*) programs, Co-Sourcing is the deployment of both internal recruiters as well as RPO recruiters to source candidates supported by structured processes and procedures. Co-Sourcing is now a feature of Contingent Workforce Programs as well (*see definition*) where the program office determines which roles make sense to be Self-Sourced (*see definition*) and which should be undertaken through third-party channels.

Cost-Plus Pricing

Pricing methodology sometimes agreed as part of a contingent workforce program in which the supplier provides the end-user with full visibility of all the costs in a given outsourced program and where the end-user and intermediary agree contractually on a fixed percentage of profit as part of the cost. The advantages of this model is the transparency and flexibility of determining exactly what activities and what costs are in the model and the ability to collaboratively optimize these over time. May also be known as “Should Cost Pricing.”

Crowdsourced Recruitment Platform

See “*Recruitment Marketplace*”

Crowdsourcing

A sub-segment of Talent Platforms (*see definition*), Crowdsourcing is an online platform model that enables work assignments to get parsed out and performed (often as disaggregated “microtasks”) by a far-flung “crowd” of independent workers who perform (paid or otherwise compensated/incented) work at will. Typically, the client of a “crowdsourcing” platform is purchasing “an outcome” (as a service output, not a labor relationship). Crowdsourcing also includes work arrangements where a “crowd” of workers compete or bid against one another to solve problems or tasks, with winner(s) selected and compensated based on the merit of their submissions.

Crowdstaffing Platform

See “*Recruitment Marketplace*”

Day Labor

The provision of temporary workers to clients on a daily-pay, daily-availability basis, often on a multiple-worker basis. Day labor offices typically provide unskilled labor such as construction and may include transportation to and from the job site. Also referred to as Casual Labor.

Days Sales Outstanding (DSO)

Days Sales Outstanding is a company’s average collection period. A low number of days indicate that the company collects its outstanding receivables quickly. The DSO figure is an index of the relationship between outstanding receivables and sales achieved over a given period. This is a critical consideration for staffing firms that are required (by law in some countries) to pay employees on a frequent basis (normally weekly) while receiving payment from clients could take significant amounts of time. In Europe, DSO is more commonly referred to as Debtor Days.

Deemed Employment

In some countries, the law provides that the worker is deemed to be the employee of the hirer, in place of the staffing supplier or employment intermediary. Deemed employment arises because of a breach of specific laws, such as the use of workers in Germany supplied by an agency that lacks a valid AÜG licence to supply labor. Another example is the UK tax law known as IR35 (*see definition*). In these cases, certain obligations of an employer are conferred on the hirer as a penalty or consequence of a breach of the law.

◆ Deregulating Beoordeling Arbeidsrelaties (DBA) Law

The Wet Deregulating Beoordeling Arbeidsrelaties is a Dutch law that imposes joint responsibility on companies and self-employed persons (in Dutch: zelfstandige zonder personeel, or ZZP – *see definition*) for ensuring that their legal relationship is clear and to avoid it being considered a paid employment relationship. As of May 1, 2016, the DBA Law defines a system for clients and contractors to enter into model agreements to reflect the working relationship they have with each other. The use of a model agreement is not obligatory but it provides clarity to the

relationship. Under the DBA, both parties are responsible for compliance with laws and payment of tax and social security contributions in the event that the relationship is misclassified as self-employment.

Direct Employment

A two-way direct employment relationship between a worker and an employer, with no third-party broker or co-employer involved.

◆ **Direct Hire**

A term commonly used in North America to refer to services provided by a staffing agency related to helping an organization obtain an employee to work on their payroll as opposed to temporary staffing relationship where the employee is typically working on the staffing firm's payroll. In a Direct Hire arrangement, the provider is only paid a fee (normally calculated as a percentage of the candidate's first-year salary) if a placement is made, as opposed to a Retained Search arrangement (*see definition*). Outside of North America, Direct Hire is more commonly referred to as Permanent Placement (*see definition*).

Direct Sourcing

A term commonly used to refer to the process by which a company leverages its own candidate pool (e.g., former employees, retirees, silver medalist applicants from its own ATS) to place within the company, as contingent/temporary employees. Direct Sourcing does not necessarily mean that 100% of a company's hiring will be done in-house and with no relationships with intermediaries.

In earlier times, this practice for contingent workers largely consisted of informally sourced, pre-identified candidates who were placed on the payroll of a third-party payroll provider. More modern and mature direct sourcing programs typically leverage the employer brand in job advertising to maximize candidate flow.

More recently, the demand for Direct Sourcing has been accelerated by the evolution and multiplication of talent acquisition tools and services (aided by developments in artificial intelligence and big data). Such tools include software for managing and curating candidate talent pools. (See also *Direct Sourcing Platform*).

Direct Sourcing Platform

An emerging suite of technology that facilitates Direct Sourcing (*see definition*) by bringing together various point solutions into a holistic platform.

As a feature of next-generation Direct Sourcing programs, Direct Sourcing Platforms will often facilitate a talent curation service layer (either internal or outsourced) and a partner to take on employment responsibility (Employer of Record services in the US) for those workers who should not be or do not want to be classified as independent.

It should be noted that there are a variety of technologies that companies currently use to directly engage in some way with contingent workers without recourse to traditional staffing suppliers. While not Direct Sourcing Platforms per se, they can each automate some portions of the process. Such tools include Freelancer Management Systems (FMS), Recruitment Chatbots and Candidate Engagement Platforms and Programmatic Job Advertising (*see definitions*).

Direct Work Engagement

Direct work engagement is the Workforce Solutions Ecosystem category that includes directly engaged contingent workers, statement-of-work (SOW) consulting services, robots and robotic process automation. A common theme is that none of these categories are sourced via third-party intermediaries operating in other parts of our Workforce Solutions Ecosystem.

Directly Engaged Contingent Workers

Directly engaged contingent workers include independent contractors/consultants, temporary workers sourced from an internal pool and others such as summer interns and seasonal workers sourced by the staffing buyer.

Directly Sourced Contingent Workers

A service segment of the Contracting/Consulting Industry, Directly Sourced Contingent Workers include independent contractors/consultants, temporary workers sourced from an internally developed pool of talent and others such as summer interns, seasonal workers, retirees and other contingent workers not sourced from a third-party staffing supplier. In a Direct Sourcing Model, the company most often finds talent and administers the talent pool but may also engage a third party (dedicated curation provider, MSP, payrolling partner, etc.) to do so as well.

◆ **Disclosure and Barring Service (DBS)**

Formerly known as the Criminal Records Bureau (CRB), the Disclosure and Barring Service (DBS) is an executive agency of the UK Home Office set up to help organizations make safer recruitment decisions. The DBS acts as a "one-stop-shop" for organizations, checking police records and, in relevant cases, information held by the Independent Safeguarding Authority (ISA). In the UK, staffing companies are legally obliged to undertake DBS

checks for candidates put forward for any temporary assignments that include working with children or vulnerable adults. In contrast, within some markets, such as the Netherlands, criminal record (and health checks) are forbidden by law.

◆ **Dispatch Worker**

The translated English term commonly used in Japan and some other South East Asian markets for Temporary Agency Worker (*see definition*). “Roudousha Haken” is the Japanese term for “worker dispatch”, i.e., the provision of Dispatch Workers by a staffing firm,

Diversity, Equity & Inclusion (DE&I)

A phrase that refers to the awareness of, and the efforts made by, an organization to create a more welcoming environment for people of less-privileged identities with the ambition to promote meaningful, systemic change toward more equitable working environments.

Diversity includes all the ways in which people differ, encompassing the different characteristics that make one individual or group different from another including identity markers such as race, ethnicity, gender, disability, sexual orientation, religion, and more.

Equity is the fair treatment, access, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that have previously prevented the full participation of some groups.

Inclusion is the act of creating environments in which any individual or group is welcomed, respected, supported, and valued to fully participate. Inclusion can lead to better outcomes regarding staff retention and a more balanced workforce including at senior management levels.

Some refer to Diversity & Inclusion (D&I), rather than Diversity, Equity & Inclusion (DE&I) which, though it may be missing the Equity portion of the definition, will mean the same thing in most contexts.

DE&I awareness among employers and their suppliers has been raised following the global pandemic in 2020/2021 given the negative outcomes experienced by less-privileged groups.

◆ **Diversity Supplier**

In North America, this refers to a minority-, woman-, disabled- or veteran-owned staffing supplier. Organizations often find that using Diversity Suppliers as part of their staffing supplier base is a good way to meet their diversity recruitment goals. (See also *Women and Minority Business Enterprise*.) In Europe, a Diversity Supplier could be taken to mean a supplier with an equal opportunities policy in place, which ensures equal treatment for workers from disadvantaged minority groups.

E-recruitment

A rather general term that refers to any methods and processes undertaken by recruiters to source, engage and hire candidates through a digital process. This could include Talent Platforms, Staffing Platforms, Online Job Advertising or any one of a number of technology tools (*see definitions*).

Earned Wage Access

A financial technology that allows a worker to receive payment for work completed far more rapidly than under traditional biweekly or monthly payroll practices. Typically, workers receive their wages the same day as or upon completion of a shift. In some cases, workers may be able to access wages in advance of the work being performed. Such access may be accompanied by a flat fee, a fixed rate fee, or be treated as a short-term loan similar to but usually with far more favorable terms than a payday loan. Employers may fund the system themselves, or partner with a payroll or financial provider. Other terms covering the same practice include – but are not limited to – instant pay, earned income access, accrued wage access, salary advance scheme, on-demand pay, early wage access, or same-day-pay.

Education Staffing

Staffing of education professionals, Substitute Teachers, Supply Teachers and teacher aides for primary and secondary schools (K-12 schools in the United States), and college and university instructors. In the US, this roughly corresponds to the Bureau of Labor Statistic’s Education, Training, and Library Occupations group and to the ISCO’s Teaching Professionals group. Education Staffing is mostly present in the US and UK Staffing Markets but notably absent elsewhere. (See also *Substitute Teacher and Supply Teacher*).

Employee

An individual who is employed under a Contract of Employment. Employees are mostly employed on a permanent full-time basis with no specific end date but can be employed part-time or for a fixed term as well. Employees are distinguished from self-employed individuals by the higher level of control that the employer has over the

employee's work. Employees are generally afforded by law extra employment rights than self-employed individuals or those who meet the legal definition of a "Worker" under European and UK law. (See *Worker*)

In the US, the term employee is generally accepted as one who receives a W-2. (See also *Independent Contractor, Temporary Agency Worker, Non-Employee, Contingent Worker, W-2 Employee and Worker*).

Employee Leasing

The practice of an entity, usually a staffing firm, supplying employees to work for a client temporarily, creating a triangular relationship in which the staffing firm employs the worker but the worker is controlled and supervised by the client. Often employee leasing is for work on a specific project that has a start and end date. The leasing company employs the worker on a fixed-term or permanent employment contract (sometimes this is prescribed by law) and pays the worker's wages and withholds and reports employment taxes. Employee Leasing is sometimes referred to as Staff Leasing (*see definition*).

The employment relationship between the leasing company and its leased employees is intended to be long-term and not temporary; and the leasing company retains the right to hire, reassign and fire the leased employees. (See also *Employer of Record*).

Employee Referral Platform

A suite of software that exploits the effectiveness of personal recommendations in making successful hires and are, therefore, an important consideration in the development of any candidate acquisition strategy. Recommendations can be sourced via the personal connections of an organization's employees and/or social media networks in return for financial rewards and/or non-cash incentives.

Employee Referral Platforms are mostly focused on internal employee referrals, though a number also reach out for referrals from social media contacts.

Many leading Applicant Tracking Systems have their own employee referral modules. These may be more basic products than those available via independent third parties but will have the advantage of being fully integrated with the host ATS.

Employee Value Proposition (EVP)

See *Employer Branding*

Employed Consultant

Employed Consultant is a term used to refer to individuals employed and supplied by a staffing firm to provide consulting services in professional areas such as Financial Services, IT, Engineering, Life Sciences, Energy and Management Consulting. The benefit for the Client is that the Consultant is more likely to stay in the assignment until its completion and the staffing firm maintains a pool of skilled talent to service its client base. The Consultant receives employment benefits they would not have received if they were self-employed and the stability of long-term assignments they may be dissuaded from as an Independent Contractor due to concerns about misclassification.

Employed Contractor

Employed Contractor is a term used to refer to individuals employed and supplied by a staffing firm to provide services in areas such as IT, Engineering, Energy and Construction. The benefit for the Client is that the Contractor is more likely to stay in the assignment until its completion and the staffing firm maintains a pool of skilled talent to service its client base. The Contractor receives employment benefits they would not have received if they were self-employed.

Employer Branding

Commonly used to describe an organization's reputation as an employer as opposed to its more general corporate brand reputation. Employer Branding is therefore concerned with the attraction, engagement and retention initiatives targeted at enhancing an organization's employer brand.

Employer Branding is created through the development of an Employer Value Proposition (*see definition*) which defines what a company and its culture can offer a Jobseeker, in exchange for their talent, skills, and experience.

Larger employers with well-recognized consumer brands are more likely to be able to take advantage of their Employer Branding to attract talent and, therefore, may decide to directly engage with Jobseekers rather than rely on third-party solutions.

Employer of Record (EOR)

An entity that serves as employer for administrative purposes while an employee performs work for an end-user hirer or a staffing firm or other business. An Employer of Record handles all personnel functions, including payroll processing and funding; tax deposits and filing; and employment contracts and paperwork. An employer of record

also administers or provides benefits; terminates employment; and may perform background checks including drug screenings and handle worker performance issues. In the US, the Employer of Record will also be responsible for maintaining a Certificate of Insurance, I-9, and E-Verify forms; unemployment insurance; and workers' compensation.

◆ **Employer Paid Fee (EPF)**

The fee a hiring organization pays to an employment agency for Direct Hire/ Permanent Placement (*see definitions*). The fee may be based on the salary of the position or a flat fee. (See also *Applicant Paid Fee*).

Employer Value Proposition (EVP)

A company's EVP are the core benefits that make up a company's wider Employer Brand (*see definition*). It can be perceived as a promise between an employer and a potential applicant based on what a company and its culture can offer a Jobseeker in exchange for their talent, skills, and experience.

An EVP is considered a core aspect of an organization's workforce planning strategy and critical to attracting, retaining and engaging quality hires.

Employers' Liability Insurance (ELI)

Employers' Liability Insurance can cover compensation payments and legal costs if an employee sues their employer or ex-employer for a work-related illness or injury. The compensation amount may take into account things like medical costs and lost income up to the limit of the policy. Unlike Workers Compensation insurance (*see definition*), to get paid out under an Employers' Liability Insurance scheme, the employee must prove negligence on the part of the employer. ELI cover therefore covers a broader range of claims than the US version of this insurance commonly referred to as Workers' Compensation. (See *Workers' Compensation*)

In the UK, a business must legally obtain Employers' Liability Insurance as soon as the business employs any staff. The policy must cover the business for at least £5 million and come from an authorised insurer.

Employment Agency

A for-profit, private entity that brings together a Jobseeker and a prospective employer, for a fee, for the purpose of effecting a traditional employment relationship. In the vast majority of cases, the fee is paid by the new employer. This term is also used synonymously with Staffing Firm (*see definition*). PrEA (Private Employment Agency) is the preferred acronym used by the World Employment Confederation (WEC) and by certain European social partners to describe an entity that provides both temporary recruitment and permanent placement as well as certain other related activities.

The use of the word "Private" in combination with Employment Agency is used in a European context to provide a clear differentiation from public sector or government-funded organizations that, in some markets, historically offered these services. (See also *Employment Business*).

◆ **Employment Business**

A UK legal term used in the Employment Agencies Act 1973 for a business that supplies people who are in its employment (i.e., Temporary Agency Workers) to act for, and be under the control of, other people, in any capacity. This term should not be confused with Employment Agency (*see definition*).

◆ **Employment Intermediary**

A person who makes arrangements under, or in consequence of, which: a) an individual works or is to work for a third person; or b) an individual is, or is to be, remunerated for work done for a third party. In practice, any person or business as part of a supply chain that supplies or pays a worker to work for the end client is an employment intermediary, for the purposes of UK tax legislation.

End User

In a staffing context, the End User is the organization that receives the services of a Contingent Worker. (See also *Hirer; Client*).

Engagement Manager

An Engagement Manager is an employee in an organization who is responsible for engaging a contingent worker for a specific service or required skill, and responsible for the presence and administration of that contingent worker's engagement in the organization. (See also *Hiring Manager*).

Engagement Platform

Combines the different candidate engagement point solutions into a holistic platform which can be used as the central hub for all candidate engagement activities across an organization. Tools include surveys, automated outreach, custom workflows and engagement campaigns, video calling, document sharing, candidate and employee analytics, and even augmented reality functionality.

Engineering/Design Staffing

Staffing of engineers, drafters, skilled technicians or architects excluding software engineers. Includes mechanical, civil, electrical, industrial, petroleum, environmental, process, design, quality and other engineers. Roughly corresponds to the U.S. BLS's Architecture and Engineering Occupations group and to the ISCO's Engineering Professionals, Electrotechnology Engineers and Technicians and Associate Professionals groups.

Enterprise Business Process Outsourcing

A sub-category of Business Process Outsourcing and used by SIA to describe large scale business-critical outsourcing as provided by firms such as IBM, Wipro, Accenture, Capgemini, Infosys, Sodexo and Cognizant and to differentiate between those firms providing non-core outsourcing as found in Business Support Outsourcing (*see definition*).

Enterprise Resource Planning (ERP)

Integrates internal and external management information across an entire organization, embracing finance/accounting, manufacturing, sales and service, customers, and HR, etc. ERP systems automate this activity by way of an integrated software application in order to facilitate the flow of information between internal business functions as well as external connections to outside stakeholders. Human resources activities that could be included within an ERP include payroll, training, benefits, pensions, recruiting, and diversity management. A key aspect of many VMS implementations is ERP integration.

Equal Opportunity

The intent of Equal Opportunity is that jobs in an organization should go to the people who are most qualified – persons most likely to perform ably in a given task – and not go to persons for reasons deemed arbitrary or irrelevant, such as circumstances of birth, upbringing, having well-connected relatives or friends, religion, sex, ethnicity, race, caste, or involuntary personal attributes such as disability, age, gender identity, or sexual orientation.

The concept of Equal Opportunity is enshrined in labor law in most countries while many organizations will, independently, promote an Equal Opportunity policy.

Executive Search

Refers to the process of recruiting for senior-level managers or professionals to be employed as traditional employees. It is usually done in a “retained” capacity, where the search firm is paid a proportion of their fee regardless of the success of the search.

◆ Exempt/Non-Exempt

Under the Fair Labor Standards Act (*see definition*), covered employees must be paid at least one and a half times their regular rate for all hours worked in excess of 40 in a week. Such employees are referred to as Non-Exempt employees. The Act also contains certain exemptions from overtime based on the employee's rate of pay and the type of work that they do. For example, individuals employed as bona fide executive, administrative, professional and outside sales employees are exempt from overtime pay. With few exceptions, to qualify for Exempt status, employees must also be paid a minimum annual or weekly salary as set under the Fair Labor Standards Act.

Expatriate/Expat

An Expatriate (often shortened to 'Expat') is a person temporarily or permanently working or residing in a country other than their country of origin or citizenship. The word comes from the Latin terms ex (“out of”) and patria (“country, fatherland”). In some countries, such as in the Middle East, a high proportion of the workforce is Expat due to the lack of skills or available workers amongst the indigenous workforce.

Extended Workforce

This term is used by some firms operating in the Workforce Solutions Ecosystem when describing the types of services they offer. It is typically used by companies that provide a range of services together such as statement-of-work consultants (SOW), outsourced services and other services.

Extended Workforce Platform (or Extended Workforce System)

A definition adopted by a number of suppliers of Vendor Management System given that their technology offers more than simply the ability to manage vendors. Typical additional services offered by an Extended Workforce Platform include the provision of Statement of Work and Outsourced Services (*see definitions*). Many traditional VMS firms also offer this broader portfolio of services but continue to market their services under the more familiar VMS label.

Facilities Management

The ongoing management of an entire facility, function, or department at a customer site, usually including responsibility for hiring, training, and management of staff, as well as the provision of equipment and supplies necessary to perform the contracted function by an outside vendor. Assigned staff are usually permanent employees

of the service provider, though temporaries may also be used in a routine or supplemental way. Responsibility for the product or service rests completely with the supplier, so these are (ostensibly) not temporary- or leased-employee arrangements. (See also *Employee Leasing, Sole Employer*).

Facilities Staffing

The provision of temporary workers to handle a particular facility, department or function for an organization. Although first-line supervision of these workers is sometimes managed through the temporary employer, ultimate supervision and management responsibility for the product or service of the department, or the outsourced function, is retained by the customer. Typically, these are considered to be “temporary help” arrangements, even though they may be for an indefinite period. Facilities staffing is often sold as a way to maintain high productivity in high-turnover, high-burnout positions such as telephone work, data-entry operations, or repetitive assembly work.

Factoring

In general business terms, factoring refers to a transaction in which invoices or accounts receivable are sold for immediate payment generally to improve cash flow. This is very common with smaller staffing firms, where managing cash flow is a critical concern. The rates charged to staffing firms for factoring range from 1% to 5%, depending on client mix. The receivables are pledged as collateral and the business may draw cash against the eligible accounts receivable at any time. Also known as business invoice/receivable financing, it is not a loan, so it is not treated as a debt of the business.

◆ **Fair Labor Standards Act (FLSA)**

The Fair Labor Standards Act (FLSA) is a US federal labor law passed in 1938 but amended regularly since then and including provisions relating to overtime, minimum wages, child labor protections, as well as the Equal Pay Act.

◆ **FESCO**

The abbreviated term for Foreign Enterprise Service Corporation, a state-owned enterprise first established in 1979 in Beijing to provide professional HR services to foreign enterprises’ representative offices in China. Such foreign businesses cannot hire employees directly and, by law, have to use the services of dispatch companies such as a FESCO which provides Dispatch Workers on a temporary basis, alongside other HR-related services such as payroll .

The term is often used as a general description for all Chinese dispatch firms in the same way as genericized trademarks Hoover and Sellotape have come to be common terms for vacuum cleaners and sticky tape. So, employers in China may use “a FESCO” to source labor which may not necessarily be part of the original FESCO. There are now multiple competing FESCO’s in each city, some subsidiaries or affiliates of companies in another part of the country, some partially state-owned and some 100% privately-owned.

Finance/Accounting Staffing

Staffing of work that involves processing and/or analyzing business or financial information related to the finance, accounting, business intelligence, procurement or human resource functions. Common job titles include accountant, auditor, financial analyst, business analyst, loan agent, claims adjuster, procurement specialist and human resource specialist. Roughly corresponds to the US BLS’s Business and Financial Operations Occupations group and to the ISCO’s Business and Administration Professionals group.

Fixed or Guaranteed Hours Contract

An employment contract that guarantees a certain minimum amount of work in a given period, e.g. weekly or monthly.

Fixed Rates

In agreeing a rate card with a staffing supplier, it may be possible to negotiate uniform, fixed candidate bill rates that are pre-determined for each job title. Such Fixed Rates are generally related to job title, job description and geography.

Fixed-Term Contract

A contract that will terminate at a future date when a specific ‘term’ expires – e.g., the completion of a project or task, the occurrence or non-occurrence of a specific event (covering for an employee who is on sick or on maternity leave, for example). The contract may be an employment contract (See *Fixed-Term Employee*) or a service contract with a contractor under a Statement of Work (see *definition*).

Fixed-Term Employee

An employee who is employed on a Fixed-Term Contract (see *definition*). The employee will have the same rights as other employees, and in Europe has the right to be treated no less favorably than a comparable full-time employee working for the same employer.

Flexible Staffing

A generic term used to convey the use of various non-traditional work approaches, such as contingent employment arrangements, or flexible work arrangements such as remote working, part-time working or Flexi-time (*see definition*). Also commonly referred to as Flex Work (*see definition*) in continental Europe.

◆ **Flexible Work**

A term more commonly used in continental Europe to denote any non-standard form of work. (See also *Flexible Staffing*).

◆ **Flexicurity**

Flexicurity is an integrated strategy for enhancing, at the same time, flexibility and security in the labour market. It attempts to reconcile employers' need for a flexible workforce with workers' need for security.

The term was first coined by the social democratic prime minister of Denmark, Poul Nyrup Rasmussen, in the 1990s. The Danish model combines flexible hiring and firing with a generous social safety net and support for Jobseekers in the form of counselling and training. In 2007, the European Commission adopted the principle of flexicurity as an integrated employment strategy for the European Union to meet its targets for jobs and growth. This involved four policy components: 1) flexible and reliable contractual arrangements, 2) comprehensive lifelong learning strategies, 3) effective active labor market policies and 4) modern social security systems providing adequate income support during transitions.

Flexicurity is strongly rooted in specific, national labour market models and not all EU Member States are willing and financially able to implement a flexicurity approach. For that reason, the term flexicurity is less commonly used.

Flextime or Flexi-time

Work schedules that permit flexible start and finish times, usually within limits set by management.

Float Pool

A pool of workers most commonly used in the healthcare sector for supplemental staffing of clinical nursing positions (sometimes referred to as a nurse bank). The ultimate objective is to provide a database of available personnel without having to go through a third party. The float pool provides consistency in supplemental staffing by utilizing experienced nurses and assuring a more highly prepared nursing team is available with consistency of orientation toward the organization, its policies and departments, thereby fostering shared cultural values. Float Pool workers are offered a variety of work by being given opportunities to work across different departments.

◆ **Fluctuating Workweek Method**

A method for employers to calculate overtime pay for workers who do not work a regular schedule to comply with the overtime pay requirements of time-and-a-half pay for all hours worked in excess of 40 hours in a workweek under the Fair Labor Standards Act (FLSA) regulations (*see definition*). Where employees have hours of work that fluctuate from week to week above and below 40 hours, employers can determine a set salary as the base payment for all hours worked in a week. Any overtime worked is paid at an additional half-time rate rather than 1.5 times the hourly rate.

Fractional Executive

Fractional executives are professionals who offer their management services to organizations on a for-hire, part-time basis. These executives typically have extensive experience in a business environment in roles such as chairperson, owner, CEO, senior vice president, vice president, or director. Their skills can be focused in one discipline or be more broad-based, depending on their experience.

Fractional executives may work as independent consultants or as part of a consulting firm. However, they are not consultants in the classical sense, because they take an active leadership or management role in the company that hires them, implementing changes and leading the organization just as their permanent counterpart would. They are hired on a project basis, a time-limited basis, or in some cases, on retainer, but they do not work full-time for any particular organization. Fractional Executives may more commonly be referred to as Interim Managers (*see definition*)

Franchise

A franchise is a form of business agreement under which an existing business (the franchisor) allows another (the franchisee) to operate under their trade/brand name, with access to their sales, distribution or manufacturing channels. Like other industries, staffing services may be provided by way of a franchise arrangement where an independently owned staffing supplier acts as a franchisor.

A franchise agreement usually includes an authorization to sell staffing services in a particular location. As typically executed among staffing suppliers, in a franchise relationship, as opposed to a licensee relationship, the temporary employees are usually employed and paid by the franchisee, not the franchisor. Staffing company franchisors typically include in their revenue only the fee they earn from franchisees, not the total system sales of their franchise network. (See also *Licensee*).

◆ **Free Movement of Workers (or Freedom of Movement)**

Refers to a fundamental right of workers in the EU allowing them to look for a job in another EU country, to work there without needing a work permit, reside there for that purpose, stay there even after employment has finished and enjoy equal treatment with nationals in access to employment, working conditions and all other social and tax

advantages. It entails the abolition of any discrimination based on nationality between workers of the Member States.

Freelancer

This term can be used to refer to almost any self-employed professional worker who performs jobs transiently and is unaffiliated with a particular employer organization. Freelancers are typically classified as independent contractors.

Freelancer Management System (FMS)

A cloud-based workforce management platform. The FMS helps businesses initiate, manage, complete, track and analyze engagements with individual independent workers, who may be sourced by the provider or the business itself. To fall within the FMS category, a solution provider must provide a complete, end-to-end technology system that allows users in an organization to search for and find a particular worker and activate, complete, and pay for the work engagement within the system. Many Vendor Management Systems (*see definition*) now offer FMS style functionality as part of their product suite. Staffing Industry Analysts categorizes FMS as a sub-segment of the Candidate Processing sector.

Front Office

In a staffing context, the Front Office is part of the tech stack used to underpin the services of a Staffing Firm (*see definition*). The Front Office consists of three inter-dependent applications: Customer Relations Management (CRM), Applicant Tracking System (ATS) and Requisition, Order, Assignment (ROA). (See also *Middle Office and Back Office*).

Full Service

In a workforce solutions context, Full Service historically refers to the provision of both temporary help and permanent placement by a single staffing agency. Today, as staffing services provide an ever-broader array of human resource consulting and strategic staffing options, full-service also has a much broader connotation, implying a complete set of staffing solutions that may also include executive search, career consulting, payrolling, vendor management, on-premise responsibilities, contract employee management, and HR consulting.

Full-Time Equivalent (FTE)

A measure of workforce size in which the total hours worked are divided by the contractual hours in a full-time job (2,080 hours in the United States), regardless of the number of individuals employed in a certain entity (company, region, sector etc.). (See also *Headcount*).

In the US, some laws, such as The Patient Protection and Affordable Care Act (PPACA), specifically define how an FTE is calculated and require employers to count FTEs to determine how the law applies to their organization.

Full-Time Work

Employment in which a person works a minimum number of hours defined as such by their employer. Full-Time status varies between company and is often based on the shift the employee must work during each work week. A standard work week typically consists of five eight-hour days, commonly served between 9:00 AM to 5:00 PM though variations on this pattern may still be deemed Full-Time Work.

Full-Time Work often comes with benefits and employment rights that are not always offered to Part-Time or Contingent Workers (*see definitions*).

Gain Sharing

In general terms, Gain Sharing is the sharing of cost savings and/or other non-monetary benefits between a client and a service provider. Usually tied to stated savings objectives or other goals, Gain Sharing is a feature of some managed services contracts (See also *Managed Service Provider*).

◆ General Employer

In a Co-employment or Joint Employer relationship, the General Employer is the staffing company that lends an employee who is on their payroll to a Special Employer, the Client. (See also *Special Employer*).

Gig Work/Gig Economy

The gig economy is one of several names used to describe various forms of “gig” work, or small project freelance work. Others include “on demand economy,” and “collaborative consumption”. Definitions of the Gig Economy vary widely among commentators. The narrower definition would include work structured as small projects of a relatively limited duration typically facilitated by an internet platform or app (i.e., Freelancing as intermediated by Talent Platforms (*see definitions*)).

Staffing Industry Analysts’ definition is broader than this in that it includes any contingent work of a fixed duration such as temporary workers (sourced directly or through a staffing agency) and independent contractors. We see no reason to limit the concept of a “gig” solely to transactions mediated online. SIA treats the gig economy as synonymous with contingent work and, as such, these workers are sourced and managed through a number of different segments within the Workforce Solutions Ecosystem (*see definition*). Some commentators would also include online services such as Airbnb and Zipcar as part of the gig economy. As these services are not labor-related, SIA regards these services as part of the Sharing Economy (*see definition*), but not part of the Gig Economy.

Global Employer Organization (GEO)

See *Global PEO*.

Global PEO

A number of vendors describe their services as ‘Global PEO’, however it is important to recognize the limitations of such a global service compared to the Professional Employer Organization model in the US (See also *Professional Employer Organisation*). Global PEOs are mostly positioned to help employers with a simple and consistent employment model to make it easier to expand their businesses overseas.

Given different social welfare provision outside the US, Global PEO is typically limited to simple Employer of Record services – though Employer of Record (*see definition*) also has a different context outside of the US. In other countries, Employer of Record has no separate legal distinction from the very general term ‘Employer’. The concept of one entity being registered as the employer for the purposes of tax while the employee performs work for, and is under the control of, another entity is relatively common in contingent work in the form of Umbrella companies. (See also *Umbrella Company*)

Global PEOs are sometimes referred to as Global Employer Organizations or GEOs.

Gross Margin/Gross Profit

Gross Margin or Gross Profit is total revenue less only those expenses directly related to the production of goods for sale, i.e., the cost of goods sold.

A staffing firm’s Gross Margin (or Gross Profit Margin) will be calculated differently depending on the type of service and, as business mix varies per company, when comparing margins across different staffing firms it is important to strip out Direct Hire fees (*see definition*) from temporary staffing fees.

With regards to temporary staffing provision, the Gross Margin is the difference between the bill rate for the temporary services and the direct costs of employment (pay rate plus Burden or statutory costs and/or mandatory benefits). In the US, Burden will include workers’ compensation, unemployment insurance, employer’s share of FICA and state or local taxes, and hourly benefits for each temporary employee on assignment.

In Europe, statutory costs and mandatory benefits vary per market but will generally include employment tax and social insurances. Staffing company gross margins for temporary staffing vary per country and per staffing category depending on the perceived value-add of the service provided. These can be affected by issues as varied as unit labor cost, social acceptance, skills shortages, competition and idle-time management. A number of staffing firms, particularly those based in the UK, use the term Net Fee Income (NFI) rather than Gross Margin (*see definition*). Another common alternative definition is Net Disposable Revenue (NDR).

Expressed as a percentage, Gross Margin is often incorrectly confused with Markup. Whereas Gross Margin is a percentage of the hourly bill rate before Value Added Tax, Markup is a percentage of the temporary worker's hourly gross wage. (See also *Markup*).

Gross Services Volume (GSV)

Represents the total amount that Talent Platform clients spend on services. The two key drivers of gross services volume are the number of active clients and gross service volume per active client.

◆ **H-1B Visa**

A visa classification that allows a foreign worker to enter the US temporarily for the purpose of performing services in a "specialty occupation" for a US employer. Originally created as part of the Immigration Act, 1990, the H-1B visa system has been updated and amended on numerous occasions.

A key feature of the H-1B system is the establishment of a numerical cap each year which is normally exceeded by the number of applications. The United States Citizenship and Immigration Services (USCIS) usually starts accepting applications on the first business day of April for visas that count against the fiscal year starting in October. The H-1B visa classification requires that (1) a foreign national is coming to the US to work temporarily in a "specialty occupation", (2) that the foreign national has the equivalent of at least a US bachelor's degree in a field related to that occupation; and (3) that the sponsoring company pays the foreign national the prevailing wage, provides proper notice to its workforce, and is not involved in a strike or lockout.

Headcount

A measure of workforce size that counts all people on the payroll equally, adjusted for the length of time they work for the company, regardless of their employment contract. For example, 12 different workers who each work one month would count as headcount of one for the year. (See also *Full Time Equivalent*).

Headhunter

A rather colloquial description of an individual or company providing Executive Search services (*see definition*).

Healthcare Staffing

Within the temporary help sector, this segment includes supplemental staffing to medical facilities (hospitals, nursing homes and outpatient clinics), as well as the provision of licensed nursing personnel (RNs, LVNs in the United States), trained (medical technologists), and unlicensed staff (home health aides, homemakers, personal assistants, etc.) to home healthcare agencies.

Healthcare—Allied Healthcare Staffing

Staffing of healthcare professionals other than physicians, advanced practitioners and nurses. Common job titles include physical therapist, occupational therapist, respiratory therapist, medical assistant, pharmacy technician, phlebotomist, sonographer, imaging technician and other medical technicians.

Healthcare—Locum Tenens Staffing

Staffing of physicians, advanced practitioners (physician assistants, nurse practitioners or nurse anesthetists) or dentists on temporary assignments, which typically involves temporary relocation and staffing firm coverage of housing expenses. Locum tenens physicians are typically paid as independent contractors rather than employees. In the UK, they are known simply as "locums" (an abbreviation that may also be used in the US).

◆ **Healthcare—Per Diem Nurse Staffing**

Staffing of nurses (registered nurses, licensed practical and licensed vocational nurses, and nursing assistants) on assignments of less than four weeks, which typically does not involve relocation.

◆ **Healthcare—Travel Nurse Staffing**

A class of staffing found in the North America of primarily registered nurses (RNs) on assignments of four weeks or more. A travel assignment can involve temporary relocation and staffing firm coverage of housing expenses, but not always. Despite the use of the word "travel," local nurses are sometimes used for travel assignments. The most common assignment length in the US is 13 weeks, which may be renewed.

◆ **Hikikomori or 'shut ins'**

A form of severe social withdrawal characterized by adolescents and young adults who become recluses in their parents' homes, unable to work or go to school for months or years.

Hirer

In a staffing context, a Hirer is the person who directs, supervises or manages the contingent worker in the provision of services.

Hiring Manager

The manager/employee within an organization who is responsible for filling an open job. In many cases the Hiring Manager is also the manager that the new permanent employee will report to once the hire is completed. Hiring Managers can also be individuals who engage contingent workers, but they may be referred to as Engagement Managers during those transactions because they are not executing a hire. (See also *Engagement Manager*).

Hiring Platforms

A type of Staffing Platform (*see definition*), Hiring Platforms are more than a set of software that facilitates the hiring process (as might be found in an ATS, for example). Instead, they provide automated hiring solutions via a curated database of candidates who are registered with the platform and have been interviewed, quality assured or vetted in some way, beyond the submission of a CV. This could be from a pool of established candidates or sourced per project to meet the employer's hiring requirements (and, therefore, include passive candidates as well as active candidates). Some Hiring Platforms source candidates from both internal and external databases.

In common with other platform models (i.e., Talent Platforms and Temporary Staffing Platforms), Hiring Platforms provide technology-led automated matching facilitating client self-service with minimal human mediation.

Like offline direct hire/permanent placement, Hiring Platforms have a pricing model that is usually (though not always) by way of a placement fee calculated as a percentage of the basic annual starting salary of the successful candidate. The percentage will be generally lower than a standard staffing firm placement fee.

While there are many examples of independent Hiring Platforms, both staffing firms and online job advertisers have not been slow to develop or acquire their own solutions.

Hold Harmless Clause

A Hold Harmless Clause is an agreement in a commercial contract such as between a Staffing Firm and a Client whereby one party (the indemnifier) agrees to absolve the other party (the indemnified) of any contributory liability for any injury or damage suffered by that party. As a note of caution, Hold Harmless Clauses must always be drafted by qualified legal counsel. See also *Indemnification*.

HR Consulting

A service segment of the Other Workforce Solutions Industry within Staffing Industry Analysts' Workforce Solutions Ecosystem, HR Consulting is a specialist form of management consulting. HR Consultancies are hired by organizations in order to achieve a better outcome for their human resources-related activities. It differs from HR Outsourcing in that clients pay for an advisory/consulting recommendation rather for a specific HR-related service. HR Consulting firms can advise clients on important strategic issues such as performance management and alignment, HR technology selection/implementation, HR transformation (i.e., Mergers & Acquisitions, redundancy programs), talent management, and staff analytics. HR Consultancies perform needs assessments or audits and make recommendations or proposals, coordinate the creation and implementation of an action or corrective plan, and when required, organize and coordinate cross-functional HR teams to assist with developing and implementing performance improvement corrective plans, programs or processes.

HR Tech

A service segment of the "Other Workforce Solutions Industry" within Staffing Industry Analysts' Workforce Solutions Ecosystem, including a number of different software solutions that can be deployed post-sourcing of workers in order to better manage, engage, and motivate these workers. These solutions include the following activities offered as a standalone activity (or point solution): onboarding, personnel administration, benefits administration, performance management, learning management, time and attendance, expenses management and engagement/recognition. These point solutions can also be bundled as part of a suite of Human Resource Management System (HRMS). Within our definition, HR Tech excludes technologies used to acquire talent (such as ATS and VMS) and payrolling, as these appear elsewhere within our Ecosystem. While we might categorize them separately, some vendors do include these services within their wider HRMS portfolios.

HR-XML Staffing Industry Data Exchange Standards (SIDES)

A comprehensive and freely available suite of data exchange standards designed to offer efficiencies and cost savings for all participants in the staffing supply chain by using Extensible Markup Language (XML), a set of rules for encoding documents in machine-readable form. HR-XML SIDES offers a means of exchanging data over the Internet by standardizing data elements and attributes and the way they are exchanged. Through these standardized XML data exchanges, staffing suppliers, staffing customers and third-party vendor managers may share orders, assignments, and resumes, etc. without the need for expensive systems integration. Originally developed as part of a collaboration between Adecco, Kelly, Manpower, Randstad, The SFN Group and Vedior, HR-XML SIDES was donated to the HR-XML Consortium, an independent, non-profit, volunteer-led organization dedicated to the development and promotion of a standard suite of human resources XML specifications. HR-XML SIDES is available in English, French and Japanese.

While not completely adopted, HR-XML SIDES gave a reference point for vendors and their development teams that were coding HR-related systems. The standard has subsequently been overtaken by the evolution of APIs and Open APIs.

Human Capital Management

Interconnected human resource processes designed to source, attract, select, train, develop, retain, promote, and move employees through an organization with the aim of improving revenue, customer satisfaction, quality, productivity, cost, cycle time, and market capitalization. The major aspects of talent management normally include recruiting, performance management, leadership development and workforce planning/identifying talent gaps. (See also *Talent Management*)

Human Capital Supply Chain Management (HCSM)

Refers to the integration of business planning, strategic workforce planning, staffing and recruiting processes and technology to enhance corporate productivity and profitability. Employing common manufacturing and distribution supply chain management principles to human resources and human capital, organizations can create an end-to-end, Human Capital Supply Chain.

Human Cloud

A generic term that refers to a range of work intermediation models that enable work arrangements of various kinds to be established and completed (including the payment of workers) entirely through a digital/online platform. In many cases (though not always), the platform also supports the enactment and management of the work (to a lesser or greater degree). Within SIA's taxonomy, the Human Cloud would refer to services offered by Talent Platforms and Talent Platform Aggregators, Crowdsourcing Platforms, Temporary Worker Platforms, and Work Services Platforms (*see definitions*).

Human Resource Information System (HRIS)

A software or online solution for the data entry, data tracking, and data information needs of the Human Resources, payroll, management, and accounting functions within a business. HRIS provides a means of acquiring, storing, analyzing and distributing information to various stakeholders and improving process efficiency. (See also *Human Resource Management System*).

Human Resource Management System (HRMS)

A combined platform of human resource management technology that seeks to automate repetitive and time-consuming tasks and, thereby, frees up time for the HR department and enables it to focus more on culture issues, retention, and other highly impactful areas. Modules within a typical HRMS will include managing payroll, recruitment and onboarding, gathering, storing, and accessing employee information, keeping attendance records and tracking absenteeism, performance evaluation, benefits administration, learning management, employee self-service and employee scheduling. (See also *Human Resource Information System*).

Human Resource Outsourcing (HRO)

A service segment of the Process Outsourcing Industry within Staffing Industry Analysts' Workforce Solutions Ecosystem, HRO is an outsourcing relationship in which a third-party vendor is hired to take over part or all of a client's human resources functions. A HRO firm allows companies to pick and choose which services will be outsourced and which will be managed in-house. This differs from the services of a Professional Employer Organization (PEO) (*see definition*) which takes care of all HR functions. HRO could entail the provision of specialist HR personnel on an outsourced basis or the provisions of specific services such as employment law, employee benefits, insurance, health and pension programs. Many HRO providers will also provide Payrolling/Compliance services (*see definition*).

Hybrid Program

Within a contingent workforce program management strategy, a Hybrid Program involves blending different sourcing model attributes. Typically, a hybrid program would include elements of vendor-neutral as well as master-supplier programs. For example, a buyer might engage a single provider to act as the sole supplier for its Light Industrial job requisitions while having multiple providers competitively bid on IT positions.

Identity Management

Storing a system record for a worker and ensuring processes for keeping worker details are in place so a company has visibility of the worker, even if the sourcing of the worker or payment of the worker might be managed internally or by another supplier. Also known as Worker Tracking (*see definition*).

From a technology perspective, identity management refers to the IT security discipline, framework, and solutions for managing digital identities. In this context, identity management encompasses the provisioning and de-provisioning of identities, securing and authentication of identities, and the authorization to access resources and/or perform certain actions.

Identity Verification

A talent acquisition technology concerned with establishing whether a candidate is the person they claim to be. Modern biometric evaluation conducted over mobile devices can provide organizations with a layer of added protection against stolen IDs and impersonation attacks. Identity verification can go hand in hand with Background Check Verification (*see definition*) or handled as a separate process/service. Such technology may also be an ongoing requirement post candidate acquisition in order to control and protect access to the organization’s physical and digital infrastructure (often referred to as ‘access management’).

In-House Temporary

A temporary employee hired directly by a company, rather than through a staffing firm, to perform various “temporary” assignments at that company as part of an “in-house pool.”

Indemnification

In a commercial contract, Indemnification refers to the agreement by one party (the indemnifier) to compensate the other party (the indemnified) for losses that the indemnified party has incurred or will incur as related to a specified incident. In a staffing contract, the parties should only agree to take responsibility for claims arising from their actions or failure to act in accordance with their obligations under the contract for the provision of staffing services. For staffing firms, any claim that arises from the actions of temporary workers while under the supervision, direction or control of the client should be resisted as they will be unable to control their level of risk. It is best practice for indemnities to be capped or limited and covered by insurance. Such clauses are sometimes referred to as a “Hold Harmless Clause” (*see definition*) where the indemnifier agrees to absolve the indemnified party of any liability for any injury or damage suffered by that party. As a note of caution, Indemnification clauses must always be drafted by qualified legal counsel.

Independent Contractor

A self-employed individual performing services for a company under a contract for services. The individual may provide their services as a freelance self-employed person (1099 in the US) or through the intermediary of a single-person corporate entity (in the UK, a limited company known as a “personal service company” or “PSC”; in the US, an LLC, corporation, or S corporation). Unlike employees, independent contractors are free to perform their work as they see fit, with limited or no control over the manner in which the work is performed. Tax authorities in many countries use the concept of “control” with respect to behavior, together with financial autonomy and a range of other tests to determine the true nature of the relationship between the parties for tax liability purposes. These tests vary by country but follow broadly similar principles.

Independent Contractor Evaluation and Compliance (ICEC)

A service segment of the Payrolling/Compliance Industry within SIA’s Workforce Solutions Ecosystem, Independent Contractor Evaluation and Compliance (ICEC) describes a service provided to a hirer to ensure the hirer is not exposed to any legal and/or financial risk related to the sourcing, recruiting, hiring and/or management of Independent Contractors (*see definition*). ICEC service providers will evaluate a hirer’s processes and worker status to ensure that the hirer has commercially viable risk mitigation programs in place with regard to the classification of Independent Contractors. Depending on the legislative environment within a particular country, employee misclassification risk (and the liabilities imposed) can vary as it relates to the Independent Contractor, the staffing intermediary, and the end-user.

Independent Contractor Management (ICM)

Independent Contractors are utilized by many businesses along with other non-employee groups. ICM refers to the administrative management of these workers into and out of an organization. This could include some or all of the following: RFx activities (*see definition*), milestone tracking, onboarding, reporting, payment and billing.

Industrial Staffing

Staffing of work that is “blue collar” in nature and which typically requires physical activity or the operation of machinery. Common job titles in the manufacturing setting include assembler, operator and skilled trades worker (welder, electrician, etc.). Common job titles in the warehouse and distribution setting include shipping and receiving clerk, material mover, picker and packer, and forklift operator. Other common job titles include construction laborer, truck driver, janitor, cook, waiter/waitress, security guard and personal care aide.

Industrial Staffing roughly corresponds to the following US BLS groups: Building and Grounds Cleaning and Maintenance Occupations; Construction and Extraction Occupations; Farming, Fishing, and Forestry Occupations; Food Preparation and Serving Related Occupations; Installation, Maintenance, and Repair Occupations; Production Occupations; Protective Service Occupations; and Transportation and Material Moving Occupations. The term roughly corresponds to the following ISCO groups: Skilled Agricultural, Forestry and Fishery Workers; Craft and Related Trades Workers; Plant and Machine Operators, and Assemblers; and Elementary Occupations.

Together with Office/Clerical Staffing, Industrial Staffing comprises SIA's definition for Commercial Staffing (*see definitions*).

Informal Employment

Employees are considered to have informal jobs if their employment relationship is, in law or in practice, not subject to national labour legislation, income taxation, social protection or entitlement to certain employment benefits (advanced notice of dismissal, severance pay, paid annual or sick leave, etc.).

The original use of the term 'informal sector' is attributed to the economic model put forward in 1955 by W. Arthur Lewis, used to describe a type of employment that was viewed as falling outside of the modern industrial sector and mostly prevalent within the developing world. Informal Employment comprises the majority of employment in parts of Africa, Latin America and Asia and suppresses demand for formal, regulated forms of contingent labor such as Temporary Work (*see definition*).

Employment within the informal sector is characterized by a lack of financial security, work security and social security. Participation may also be driven by a wish to avoid regulation or taxation on the part of the employer and/or the worker.

Work in the informal sector ranges from 'cash-in-hand' self-employment to street vendors, shoe shiners and junk collectors as well as unpaid family labor. Certain illegal activities such as prostitution and narcotics sales might also be said to fall under the category of Informal Employment and are incorporated in official GDP estimates in a number of European countries.

Other terms used to describe the informal part of the economy are black market, grey market, shadow economy and underground economy.

(See also *Casual Labor*)

Information Technology (IT) Staffing

Staffing of software engineers, network administrators and other occupations with a significant computer programming, computer systems or computer user support component. Common job titles include IT project manager, data analyst/data scientist, database administrator, network and computer systems administrator, computer technical support specialist and medical records and health information technician. Roughly corresponds to the US BLS's Computer and Mathematical Occupations group and to the ISCO's Information and Communications Technology Professionals group.

Insourcing

Insourcing is the assignment of a project to a person or department within a company rather than to a third party and so, effectively, is the opposite of outsourcing. This term is also used when services that were previously outsourced are brought back in-house.

More recently, Insourcing has been used by some Technical Services Firms (*see definition*) to refer to the provision of computer staff and its immediate supervision at a customer site, where responsibility for the data processing facilities, hardware, and overall systems remains with the client. This is essentially the same concept as Facilities Staffing (*see definition*). In some cases, the staffing supplier "insources" its computer operators to sites that have been "outsourced" to other vendors.

Intelligent Sourcing Management System (ISMS)

An enterprise-grade data management solution which first aggregates multiple internal ATSs or candidate databases into a single system of record, perpetually cleans (e.g. removes duplicate profiles) and updates such databases in an automated fashion, combining internal candidate data with hundreds of millions of public profiles across dozens to hundreds of websites. It then applies artificial intelligence techniques to match every candidate at an organization against every open position.

ISMS's are an advanced form of Sourcing Process Automation Platform (*see definition*). In short, it is like having a "smart" robot automatically compare every candidate with every open job on a continual basis, telling you who it believes is the best match for each position and why – all the while keeping a firm's databases consolidated and current.

Intérim

A Temporary Worker (*see definition*) in France and other French-speaking countries.

Interim Executive

See *Interim Manager*

Interim Management

The provision of Interim Executives on a temporary basis, most commonly by specialist Interim Management Firms. Interim assignments vary in scope and requirements, encompassing change management, ‘gap’ assignments, project management and turnaround management.

Interim Manager

A high-level professional or executive with managerial responsibilities hired on a temporary basis, often to complete specific projects or during a period of transition and usually provided by a specialist Interim Management firm. Also referred to as an Interim Executive or Fractional Executive (*see definitions*).

◆ **International Labour Organization (ILO)**

The ILO is a tripartite United Nations agency that brings together governments, employers and workers in common action to “promote decent work throughout the world”. As such, the ILO is the only international regulatory body drafting conventions and recommendations on employment-related matters. Adopted in 1997, ILO Convention n°181 on Private Employment Agencies represented a dramatic reversal of the ILO position regarding the Agency Work industry: from prohibition (Convention n°96) to legal recognition and support of the development of the activities of private employment agencies.

International Standard Classification of Occupations (ISCO)

A tool managed by the International Labour Organization (ILO) for organizing jobs into a clearly defined set of groups according to the tasks and duties undertaken in the job. Its main aims are: to provide a basis for the international reporting, compare and exchange of statistical and administrative data about occupations; create a model for the development of national and regional classifications of occupations; and a system that can be used directly in countries that have not developed their own national classifications.

Many countries have used one or more versions of ISCO as the model for their own national classifications, whereas others have retained or developed their own national structures, for example the United States. Some regional classifications have also been developed on the basis of ISCO. Many countries which have adopted ISCO as a model have defined the structure of their national classifications in terms of a set of occupational titles and alternative titles but have not necessarily developed a set of associated definitional descriptions.

Interviewing Platforms

Solutions that let employers connect with candidates via technology and perform ad-hoc or custom assessments. While companies offering Psychometric and Skills Tests generally have developed a specific area of expertise, Interviewing Platforms are more holistic solutions that often come with a variety of pre-packaged assessments and the ability to design custom assessments. This category includes a number of job focused applications like collaborative video interviewing software. Advanced tools for interviewing candidates use artificial intelligence to monitor “micro-expressions” to determine mood, speech recognition and psychological traits.

◆ **IR35**

IR35 is the popular name given to the ‘Intermediaries’ legislation introduced by the UK government in April 2000, to counter tax avoidance through the disguised employment of employees as independent contractors engaged “off-payroll” through a limited company owned or controlled by them (referred to as a Personal Service Company or “PSC” - *see definition*).

From 6 April 2021, where contractors personally perform services through their PSC, the responsibility for determining the employment status for tax of the contractor falls on the organization (public-sector body or medium to large private company) engaging the PSC (the Client). If the client determines the contractor to be a disguised employee (said to be “inside IR35”), the client is deemed to be the contractor’s employer and the person paying the contractor’s PSC (the “fee-payer”) is required to deduct any income tax and employees’ National Insurance Contributions (NICs) from gross fee payments made to the PSC, and remit these directly to HM Revenue and Customs (HMRC).

◆ **IRS Three Factor Test**

A simplified test of independent contractor status that replaces the previous Internal Revenue Service (IRS) Twenty Factor test for the purposes of determining tax liability. The test considers behavioral control, financial control and relationship of the parties. Behavioral control requires independent contractors to be free from client control of how they complete their work. Financial control focuses on the business aspects of the relationship, such as whether the workers have a significant investment in their business, an opportunity for profit or loss and how they are paid. Relationship of the parties focuses on how the parties perceive their relationship and considers such factors as the presence or absence of a contract, access to benefits and ability to terminate the relationship. According to the IRS, the Three Factor Test is only an analytical tool. The legal test of whether an individual is an employee or an independent contractor is whether there is “a right to direct and control the means and details of the work,” which the Three Factor Test attempts to make more explicit. (*See also Independent Contractor*)

◆ ISIC

International Standard Industrial Classification. See *North American Industry Classification*.

ISO 9001

A standard developed by the International Organization for Standardization in 1987 that specifies requirements for a quality management system where an organization needs to demonstrate its ability to provide product consistently that meets customer and applicable regulatory requirements, and aims to enhance customer satisfaction through the effective application of the system, including processes for continual improvement of the system and the assurance of conformity to customer and applicable regulatory requirements. ISO 9001 has been reviewed and updated several times since its creation in 1987 with the most recent version published in 2015. A number of staffing companies have ISO 9001 accreditation, especially those that provide software such as VMS or ATS as part of their service offering as evidence of the quality of their systems. (See also *ISO Certification*).

ISO Certification

An ISO standard is a document that provides requirements, specifications, guidelines or characteristics that can be used consistently to ensure that materials, products, processes and services are fit for their purpose. Many staffing firms undergo ISO certification in order to prove the trustworthiness of their processes and systems. The most common standard used by staffing firms is ISO 9001, the world's most popular standard for quality management. Some vendors also have ISO 27001 accreditation, which specifies the requirements for establishing, implementing, operating, monitoring, reviewing, maintaining and improving a documented information security management system. (See also *ISO 9001*)

IT Services

IT services could refer to IT Staffing and/or IT Solutions (*see definitions*).

IT Solutions

IT solutions includes systems integration and more project-based work where the provider takes full responsibility for the project's completion. Many IT Staffing Firms provide IT Solutions alongside their provision of IT Staffing. While this provides an opportunity for Staffing Firms to improve margins, IT Solutions requires a different business model to cope with the higher risks associated with project responsibility. (See also *IT Services and Information Technology Staffing*).

Job Aggregator

Job Aggregators are a sub-category of Online Job Advertising (*see definition*) which use a "pay-per-click" (PPC) pricing model and make money when a candidate clicks to apply for a job. Indeed, founded in 2004, pioneered the job aggregation model and subsequent PPC pricing in the mid-2000s. Job aggregators originally helped drive traffic to traditional job boards (as it distributed their postings to a wider audience and made them easier to find), though eventually PPC put pressure on traditional Job Boards, as PPC is often cheaper than traditional pricing, and indeed eventually began allowing end clients to post jobs directly to their site (as opposed to merely aggregating job postings from other sites). The rise in prominence of this model is responsible, in part, for the more competitive environment in which traditional Job Boards find themselves.

Job Board

Job Boards are still the predominant sub-category of Online Job Advertising globally though new variations exist (*see definition*). Job Boards are internet-based talent acquisition technologies that aggregate either local, national or international job offerings. In most instances, employers pay up-front to advertise these job offerings for a limited time period (often structured as a "slot"), which differs from the cost model of Employment Agencies that charge a fee only when a Candidate has been successfully placed. Job Boards sometimes refer to themselves as Job Portals or Career Portals.

Job Distributor

These firms distribute a job post to a network of affiliate or partner job sites including Job Boards (*see definition*), in effect amplifying the posting's audience. The Job Distributor provides users with a convenient way to post jobs onto multiple Job Boards without having to go through a job posting process multiple times. In recent years, the Job Distributor model has been challenged by the growth of Programmatic Job Advertising (*see definition*) which uses machine learning to determine the most effective location(s) to post a job using a performance-based pricing model such as pay-per click.

Job Order

Refers to a bona fide request to a staffing firm or employment agency to refer applicants for a specific position. A job order is the specific set of requirements set forth by an employer for a job vacancy.

Job Post Optimizer

Intermediaries that attempt to make job postings more effective and interactive, effectively acting as consulting/marketing firms for employers who want to maximize their job advertising. Common services offered by

Job Post Optimizers include analyzing/rewriting job descriptions (for example, to remove language with implicit bias), improving the user interface/user experience of career sites/job portal and adding interactive features to job postings such as the ability to upload a companion video. The product will normally be accompanied by a metrics suite.

Job Post Optimization can be offered as a standalone solution or as part of a broader suite of software, such as an Applicant Tracking System or other Talent Acquisition Technology (*see definitions*).

Job Sharing

See *Work Sharing*.

Jobseeker

Generally, refers to someone who is actively looking for a job rather than, for instance, a Passive Candidate (*see definition*). In the UK, the term could refer specifically to an unemployed person who qualifies for Jobseeker's Allowance (JSA), a state benefit for people who are not in full time employment (work less than 16 hours per week), are capable of working and are looking for work.

Joint Employment

Joint employment, or Co-employment (*see definition*), is when two employers are jointly and individually responsible for compliance with the duties or obligations of an employer in respect of work performed by a single individual. There is no single definition of joint employment in US law. Instead, the test or standard for determining when a company is acting as a joint employer may be different for each statute and in different jurisdictions.

Outside of the US, many jurisdictions impose joint liability on the users of contingent workers supplied by a third-party staffing firm for specific obligations, such as health and safety obligations, the payment of workers' remuneration or the remittance of taxes and social security contributions.

In some countries, the law provides that the worker is deemed to be the employee of the hirer, in place of the staffing supplier. Deemed employment arises because of a breach of specific laws, such as the use of workers in Germany supplied by an agency that lacks a valid AÜG licence to supply labor. In such cases, the obligations of an employer are conferred on the hirer. (See also *Deemed Employment*)

Just Cause

In the workplace, Just Cause is a burden of proof or standard that an employer must meet to justify discipline or the discharge of a worker. It provides important protections against arbitrary or unfair termination and other forms of inappropriate workplace discipline. Just cause has become a common standard in labor arbitration and is included in labor union contracts as a form of job security. Typically, an employer must prove just cause before an arbitrator in order to sustain an employee's termination, suspension, or other discipline. Usually, the employer has the burden of proof in such discharge cases.

Key Performance Indicator (KPI)

Used across a number of professional industries, this term is defined by a set of quantifiable measures that a company or industry uses to gauge or compare performance in terms of meeting their strategic and operational goals. KPIs vary between companies and industries, depending on their priorities or performance criteria. In contingent programs, KPIs include broadly defined metrics like Time-to-fill or agency fill rate, to more granular metrics like invoice accuracy or VMS system uptime. KPIs are meant to track supplier and program performance and are different from Service Level Agreements in that they usually do not carry a contractual or fiscal consequence for failure to achieve. KPIs vary between companies and industries, depending on their priorities or performance criteria.

Labor on Demand

The entire non-employee population, inclusive of Contingent Workers and SOWs, ICs, etc. (See also *Contingent Work, Statement of Work, Independent Contractor*).

◆ **Labour Broking**

A term used in South Africa to denote the supply of temporary labor through an agency.

◆ **Labour Hire**

A term used in Australia referring to temporary staffing by a temporary work agency. In the state of Victoria's Labour Hire Licensing Act 2018 (Vic) a Labour Hire provider is a business that has an arrangement in place with one or more individuals to supply the individuals to perform work in and as part of a host's business or undertaking and is obliged to pay the individual for the work performed for the host. Similar definitions are used in the licensing laws of Queensland and South Australia.

Leased Employees

Individual workers assigned to clients by an organization that employs the workers or assumes responsibility as an employer for the length of the assignment. In the US, employees may be ‘leased’ by Professional Employer Organizations (PEO); in the UK they can be provided via umbrella companies; and in France, by portage companies.

In certain circumstances, staffing firms will employ highly skilled temporary workers and supply them to clients on a benched capacity which may be considered as a Leased Employee. In many countries, it is a legal requirement that temporary agency workers must be employed by the temporary work agency on employment contracts. (See also *Staff Leasing*).

Legal Staffing

Staffing of attorneys, paralegals, legal secretaries and other related legal professionals. Roughly corresponds to the US BLS’s Legal Occupations group and to the ISCO’s Legal Professionals group.

LGBTI

Common shorthand for ‘lesbian, gay, bisexual, transgender, and intersex’. These terms are used to describe a person’s sexual orientation or gender identity.

LGBTQ

Common shorthand for ‘lesbian, gay, bisexual, transgender and queer or questioning’. These terms are used to describe a person’s sexual orientation or gender identity.

Licensee/Licenser

In the staffing industry, similar to a franchise relationship in that an independent party operates a staffing company’s business in a designated territory. Unlike a franchise relationship, temporary employees are typically employed by, paid and billed by the licenser. The staffing firm that is the licenser typically counts as revenue the total system sales of its licensees and pays the local operator a fee usually based on gross margin. (See also *Franchise*).

Life Sciences Staffing

Staffing of research professionals and research technicians, primarily serving the pharmaceutical (clinical trial), biotech, chemical, and food and beverage industries. Common job titles include scientist, research assistant, clinical trial coordinator and chemist. Roughly corresponds to the US BLS’s Life, Physical, and Social Science Occupations group and to the ISCO’s Physical and Earth Science Professionals and Life Science Professionals groups. Sometimes referred to as Clinical/Scientific Staffing.

◆ Limited Company Contractor

A type of Contingent Worker (*see definition*) that supplies their services through a company, partnership or corporation owned and managed by them or one in which they have a “material interest”. In UK tax law, this usually means the worker is either the director of the company or is able to control more than 5% of the ordinary share capital of the company, directly or indirectly. (See also *Personal Service Company; Corp-to-Corp*)

◆ Limosa Declaration

Landenoverschrijdend Informatiesysteem Migratie Onderzoek Sociaal Administratief (Limosa) is a mandatory declaration for foreign employees, self-employed persons and apprentices in Belgium, including those working on a temporary basis. All foreign self-employed workers must make a Limosa declaration prior to starting work. Limosa is used to fight against fraud and the unfair competition of foreign workers who accept work at below-market wages and disregard Belgian labor laws and regulations. Failure to follow Limosa legislation correctly can lead to sanctions against the employee and the employer.

Liquidated Damages

Generally, liquidated damages is a fixed or determined sum agreed by the parties to a contract to be payable on breach by one of the parties by way of compensation.

In a staffing context, Liquidated Damages is the fee paid to a temporary staffing firm for the loss of a temporary employee when the staffing firm’s customer hires the temporary employee on a direct-hire basis. Some full-service firms prefer to charge a “placement fee” rather than liquidated damages when this occurs. This is more typically known as a Conversion Fee or Temporary to Permanent Fee in Europe (*see definitions*). Many firms allow the liquidated damages or placement fee to be reduced over the length of a temporary assignment e.g., a period of 30 to 180 days.

Locum tenens

Latin for “holding the place.” In healthcare staffing, a locum tenens is a temporary physician who is substituting for a physician who is absent from their duties. This also refers to the segment of the healthcare staffing industry that provides these physicians.

Alternatively, as in the UK, doctors supplied on a temporary or contingent basis may be known simply as “locum doctors”.

Malpractice Insurance

Insurance coverage for a doctor or a lawyer, against liability claims resulting from alleged malpractice due to professional misconduct or lack of skills. Staffing firms providing locums tenens physicians typically provide their doctors with malpractice insurance coverage as part of their service.

In the UK, medical malpractice cover is usually provided to the client rather than a healthcare agency and could include professional indemnity insurance; material damage; legal expenses; loss of revenue; employers’, product, cyber and public liability insurance; employment practice liability for directors and officers; and locum insurance.

Locums working in the UK’s National Health Service (NHS) will generally be covered by the NHS Indemnity Arrangements for clinical negligence.

Managed Direct Sourcing (MDS)

The outsourcing of Direct Sourcing initiatives (*see definition*) to a third-party supplier supported by a technology platform. Not all Direct Sourcing is necessarily outsourced and many organizations choose to undertake these activities in-house (See also *Self-Sourcing*).

Managed Service Provider (MSP)

A company that takes on primary responsibility for managing an organization’s contingent workforce program. Typical responsibilities of an MSP include overall program management, reporting and tracking, supplier selection and management, order distribution and often consolidated billing. Many MSPs also provide their clients with a Vendor Management System (VMS) (*see definition*). An MSP can also be responsible for the client’s Direct Sourcing (*see definition*) and may or may not be independent of a staffing supplier.

Managed Services/Managed Staffing

Term used to describe facilities support management and outsourcing services. Refers to the on-site supervision or management of a function or department at a client (customer) site on an ongoing, indefinite basis. In the world of temporary staffing, these arrangements are also known as managed service providers (MSPs) (*see definition*). (See also *Facilities Staffing*).

Margin

See *Gross Margin and Operating Margin*.

◆ Margin only Model MSP

This is an alternative to the standard Principal Model (*see definition*) for MSP used in markets where the MSP is legally prohibited from acting as a principal intermediary, though is a less common alternative than the Agency Model MSP (*see definition*). Here, the MSP appoints local staffing agencies to source contingent workers. The MSP will have contracts with individual agencies, but once candidates are identified, the MSP contracts directly with the contingent workers and supplies them to the end user acting as the contractual intermediary. Under this Model, the MSP will assume responsibility for paying the contingent workers and will also pay a margin to the staffing agency that sourced the contingent workers. A prerequisite of the Margin only model is that the MSP is properly licensed as a staffing agency in those jurisdictions where this is a legal requirement.

Marketing/Creative Staffing

Staffing of marketing professionals and professionals engaged in creative work, such as graphic designers, web designers, user interface (UI) and user experience (UX) designers, and copywriters. Roughly corresponds to the US BLS’s Arts, Design, Entertainment, Sports, and Media Occupations group and to the ISCO’s Advertising and Marketing Professionals group.

Markup

The percentage added to the temporary employee’s hourly pay rate to reach the bill rate. (For example, a \$15.00 bill rate and a \$10.00 pay rate would compute to a 50% markup.) The markup percentage includes all selling, recruiting, general, direct payroll and administrative costs (“operating costs” in Europe) associated with providing temporary help services, plus profit. In the temporary staffing industry, markups can vary even for a single supplier depending on the extent of direct recruiting, training, and other costs associated with providing a specific employee for a specific client assignment.

Master Service Agreement (MSA)

A contract reached between parties, in which the parties agree to most of the terms that will govern future transactions or future agreements. It is also sometimes referred to as a “framework agreement”. An MSA is a common feature of an MSP (*see definition*) arrangement and typically specifies generic terms such as payment terms, intellectual property ownership, dispute resolution, and liabilities and indemnities in respect of a breach. The detail

of the parties' obligations will be set out in schedules or Service Level Agreements (*see definition*) to the MSA. This ensures that key contract provisions are uniform and saves time.

Master Supplier

A staffing supplier that takes overall responsibility for providing clients with temporary staff. In a Master Supplier relationship, all orders will usually go first to the Master Supplier to either be filled or distributed to secondary suppliers. Sometimes a Master Supplier will not only provide a significant portion of the temporary staff working at the employer's site but also manage an organization's contingent workforce program. The model is also known as Master Vendor. Master Supplier can be an alternative to a Vendor Neutral MSP or Contingent RPO model. (See also *and Contingent RPO, Vendor Neutral, and Vendor on Premises*).

Master Vendor

See *Master Supplier*.

Maverick Spending

See *Rogue Spending*.

Max Bill Rates

Staffing agency bill rates that are capped at a maximum level by job title, agency, or geography. Candidate pay rates are determined by the agency. Also known as "not to exceed" bill rates.

Medical Staffing Services

See *Healthcare Staffing Services*.

Middle Office

In a staffing context, the Middle Office is part of the tech stack used to underpin the services of a Staffing Firm (*see definition*). The Middle Office is usually where timesheet and other work data are uploaded, processed and routed. In more automated systems it is also where the gross pay and bill is calculated. Some staffing industry vendors include commission systems as part of the Middle Office. (See also *Front Office and Back Office*).

Misclassification

When an employer incorrectly classifies the employment status of an individual worker, usually as an independent contractor instead of an employee. Whether misclassification is done intentionally or unintentionally, the result is that misclassified contractors do not have access to the benefits and protections of the law that employees have. Furthermore, misclassification leads to lower taxes, unemployment insurance, and workers' compensation to the government. As such, there has been an increasing amount of government scrutiny (particularly in the US at the federal and state level) on misclassification, and legislation has been imposed that penalizes companies for misclassifying employees as contractors. Independent Contractor Evaluation and Compliance (*see definition*) services are seen as a way to mitigate misclassification risk.

Mobile Recruiting

The use of mobile media, communication, or technology as a channel for attracting and engaging prospective talent. Techniques used in mobile recruiting include the deployment of SMS (Text Job Alerts), QR campaigns, mobile videos, and career apps and could comprise a range of talent acquisition models from Staffing to Online Job Advertising to Talent Platforms and more (*see definitions*).

◆ **Modern Awards**

Modern Awards are legal documents that outline the minimum pay rates and conditions of employment. The award system is unique to Australia and, for much of the country's history, was the primary means by which minimum conditions of employment were set.

There are currently over 120 "Modern Awards" which apply to employees covered by the Fair Work Act 2009. They are referred to as "modern" due to the modernisation process concluded in 2010, which replaced more than 1,500 older awards. Some private sector employees may also be covered by state awards, such as certain employees in Western Australia. Awards may apply on an industry basis or an occupational basis. Some catch-all awards, such as the Miscellaneous Award 2020, may cover employees who are not covered by any other award.

The award system makes Australia a highly complex country to payroll workers. Failure to comply with applicable Modern Awards can lead to miscalculations in employees' pay, overtime pay and other entitlements. Miscalculations affecting a significant number of employees and over a duration of several years can result in liability for millions of dollars in back-pay, potential legal penalties and reputational risk.

◆ **NACE**

Nomenclature Générale des Activités Economiques (NACE) is the general classification of economic activities in the European Union (EU). As a rule, NACE Rev. 2 is used for the statistics relating to economic activities performed from 1 January 2008. (See *North American Industry Classification System*.)

Nearshoring

A form of outsourcing arrangement performed in roughly the same time zone with less than one day's travel to reach the near-shore destination. (See *Offshoring*.)

Neurodivergent (ND)

A concept where neurological differences are to be recognized and respected as any other human variation and an important concept in the provision of Equal Opportunity (*see definition*). These differences can include those persons labeled with Dyspraxia, Dyslexia, Attention Deficit Hyperactivity Disorder, Dyscalculia, Autistic Spectrum, Tourette Syndrome, and others.

◆ **NEN-4400**

In the Netherlands, to demonstrate quality and compliance with the laws and regulations relating to the supply of workers, employment agencies and sub-contractors can obtain certification from the Labour Standards Association (*Stichting Normering Arbeid*) (SNA – *see definition*). Although NEN 4400-certification is not obligatory, employers who hire temporary staff or outsource work are strongly advised to contract the services of a certified temporary employment agency or contractor of work. A company certified according to standard NEN 4400-1 (Dutch-based organizations) or NEN 4400-2 (foreign-based organizations) and registered in the Labour Standards Register (*Register Normering Arbeid*) offers the client greater protection against fraud and illegality.

Net Disposable Revenue (NDR)

See *Gross Margin/Gross Profit*

◆ **Net Fee Income (NFI)**

NFI is calculated as revenue less contractor payroll costs and is used as an alternative term for Gross Profit, more popularly by listed UK staffing firms when reporting their financial results.

NFI is perceived as a better metric than sales when analyzing staffing firm financial performance as sales revenue includes temporary worker wages which are simply passed on to the temporary worker. (See also *Gross Margin*).

◆ **Net PEO Revenue**

PEOs report revenue on a net basis for the amount billed to clients for client employee salaries, wages and certain payroll-related taxes minus amounts paid to client employees and taxing authorities for these salaries, wages and taxes.

◆ **Non-Employee**

An individual who provides services/skills to an organization but is not providing those services/skills in a permanent job/role. SIA's use of the term Non-Employee is synonymous with Contingent Workers (*see definition*). Examples of Non-Employees can be Temporary Workers, Independent Contractors, Consultants, Outsourcing provider staff, SOW workers, etc. (*see definitions*).

Non-Professional Staffing

See *Commercial Staffing*.

◆ **North American Industry Classification System (NAICS)**

The standard industry classification system used by US Federal statistical agencies in classifying business establishments. NAICS is a two- through six-digit hierarchical classification system, offering five levels of detail. Each digit in the code is part of a series of progressively narrower categories, and an increasing number of significant digits in the code signify greater classification detail. Use of the standard provides uniformity and comparability in the presentation of statistical industry data.

The equivalent system in Europe is NACE (Nomenclature Générale des Activités Économiques dans les Communautés Européennes). NACE is administered by the European Commission and subject to legislation at a European level which imposes the use of the classification uniformly within Member States. There is also an International Standard Industrial Classification (ISIC) in existence which is administered by the United Nations.

◆ **Off-Payroll Working Rules**

See *IR35*

Off-site

In a staffing context, these are business services provided for a client (customer) at the service provider's location or a location other than at the client's premises (See also *On-Site*).

Offboarding

Offboarding is the process that leads to the formal separation between an employee and a company through resignation, termination, or retirement. It encompasses all the decisions and processes that take place when an employee leaves, including the transfer of the employee's job responsibilities, deactivating access rights and passwords, turning in equipment and conducting exit interviews.

In the supply of Contingent Workers (see definition), the process of "checking-out" will occur at the close of an assignment and include similar processes used in Employee Offboarding. Offboarding may also include a final compensation payment.

Office/Clerical Staffing

Providing staff for work that is administrative in nature, takes place in an office setting, and/or consists primarily of customer service or sales (except waiters and waitresses). Common job titles include office clerk, cashier, customer service representative, administrative assistant, receptionist, data entry specialist and telemarketer. Roughly corresponds to the US Bureau of Labor Statistics' (BLS) Office and Administrative Support Occupations and Sales and Related Occupations groups. Also roughly corresponds to the European Union's International Standard Classification of Occupations' (ISCO) Clerical Support Workers and Service and Sales Workers groups.

Together with Office Staffing, Office/Clerical Staffing comprises SIA's definition for Commercial Staffing (see definitions).

Offshore Recruitment Services (ORS)

A sub-category of Business Process Outsourcing (see definition) offered to staffing firms from companies based in lower-cost labor markets (primarily India and the Philippines) that can help staffing firms to lower cost and improve their flexibility and efficiency. Many ORS providers promote themselves as Recruitment Process Outsourcing (RPO) firms (see definition) and a number even include this service description within their brand name. However, the offshore support available to staffing firms goes beyond the processes directly related to recruitment.

Offshoring

Performing activities, processes or services in a different country, usually to leverage cost advantages. While many offshore projects are outsourced to third party intermediaries, a company can offshore activities using facilities/resources it owns/controls in another country, such that the term does not necessarily imply outsourcing. (See also *Outsourcing*, *Near-shoring*.)

On-Demand Economy

The on-demand economy is an economic model that works by connecting digital technologies and services through a website or smartphone app. It is a rather broad definition that can refer to a wide range of different services such as food delivery, taxi services, repair services or online tutors. It could also refer to the range of platforms or marketplaces typified by Talent Platforms, Crowdsourcing Platforms and Staffing Platforms (see definitions).

See also *Gig Economy*.

On-Site

In a staffing context, On-site refers to vendored or outsourced services provided to the client (customer) via supplier personnel located at the client site. Sometimes also referred to as in-house work (see definition).

Onboarding

The process of bringing a worker into a position with a goal of providing all the necessary tools to be productive as soon as possible. Onboarding can apply to both permanent hires as well as Contingent Workers (see definition). Processes may include training, seat assignments, permissions, badging, equipment requirements and other steps. Many Applicant Tracking Systems (ATSs) and Vendor Management Systems (VMSs) include Onboarding functionality.

Online Classifieds

Although Online Classified websites can offer listings for everything from real estate to cars, a number derive a significant amount of their revenue from job postings. Employers can pick a geographic location and an industry sector to determine where their job postings appear and pricing is normally very low. Online Classified sites usually lack any of the additional features found on more sophisticated Job Boards, such as employer reporting, career information, or sometimes even "Apply" buttons. However, despite primitive functionality and basic user interfaces that have hardly changed in more than a decade, they continue to be a feature of the market.

Online Job Advertising

The category used by SIA to describe a range of different business models that enable employers and their intermediaries to advertise job vacancies online. These business models come in six different variants with the most common denominator being that they offer paid job postings, with their fee based on some variant of the posting itself as opposed to the successful placement of a candidate (as with staffing).

The category comprises Job Boards, Job Aggregators, Social Media Job Sites, Community Job Sites, Online Classifieds and three different types of Online Job Advertising Tools: Job Post Optimizers, Programmatic Job Advertising and Job Distributors (*see definitions*).

Online Job Advertising Tools

The category used by SIA to describe three different types of technology that can be used to enhance online job postings, namely Job Post Optimizers, Programmatic Job Advertising and Job Distributors (*see definitions*).

Open Bidding

A type of bidding model where staffing agencies bid against each other on individual contingent workforce recruiting opportunities based on quality, price, and availability. Often implemented via a Reverse Auction process (*see definition*), Open Bidding contrasts to other recruiting models where staffing firms may be designated a Primary Supplier and/or operating within a Tiered Staffing structure (*see definitions*).

Open Bill Rates

Staffing agency bill rates that are openly visible and determined per assignment. May be part of a Reverse Auction process (*see definition*).

Operating Income/Operating Profit

When analyzing staffing firms, Operating Income is regarded as a good measure of ongoing business performance as it calculates profit before items such as taxes and other indirect costs are included.

Operating Income is frequently referred to by the acronym EBIT (Earnings before Interest and Tax) or, if amortization and/or depreciation need to be factored into the calculation, EBITA or EBITDA.

Operating Margin

A measure of profitability that tells the proportion of revenue that will eventually become profit for a company. The formula for calculating operating margin is Operating Income divided by Revenue (*see definitions*). As such, Operating Margin is a measurement of what proportion of a company's Revenue is left over, before taxes and other indirect costs such as interest expense, nonrecurring items (such as accounting adjustments, legal judgments, or one-time transactions), and other income statement items not directly related to a company's core business operations. Also sometimes referred to as Return on Sales. (See also *Operating Income/Operating Profit*).

Other Workforce Solutions

Industry segment of SIA's Workforce Solutions Ecosystem (*see definition*). This is a broad grouping of employment-related services including employee benefits services, insurance, retirement services, employee development, motivation/engagement, outplacement, HR consulting, testing, training, relocation services and any other ancillary HR services not found elsewhere in the Workforce Solutions Ecosystem. These services are not directly related to the sourcing or hiring of workers but focus on other facets of managing and developing a workforce.

Outplacement

A service segment of the Other Workforce Solutions Industry, Outsourcing is a service to guide a terminated employee of a company to a satisfactory new position or career through the provision of short- or long-term counselling and support services, on a group or individual basis, most often paid for by the terminating employer.

There is some confusion over the terms Outplacement, Career Transition and Career Management and the terms are often used interchangeably (*see definitions*). Some vendors favor one term over another while some will use both. Many perceive Career Transition as a more positive description as it implies a proactive approach in contrast to Outplacement which can be interpreted as something being done to an employee who is surplus to requirements. Because of this perception, a service described as Career Transition may, in reality, be straightforward Outplacement.

Outsourced Personnel

Outsourcing, whether to domestic, near-shore or offshore third-party firms, is typically a longer-term arrangement with clear delineation of methods, culture and degree of process ownership. Outsourced personnel, like SOW consultants, are typically employees of the outsourced provider. Some outsourced personnel are never seen at any of the facilities of the buying corporation; others can be very visible members of an IT, HR, cafeteria or security staff. (See also *Outsourcing, Statement of Work*).

Outsourced Service Contracts

A form of outsourcing whereby services are provided by an organization that has expertise in operating a specific client function. The firm contracts with the client not just to provide and supervise staff (as in temporary staffing), but to take on full-operational responsibilities for performing the function — generally peripheral to the client's core business — on an ongoing basis. (e.g., call center operations, IT help desk operations, food services, janitorial services, guard/security services, facilities management, lawn care services, etc.) Operations of this type may or may not be on client premises.

Outsourcing

Use of an outside business services vendor (and its supervised personnel), either on the customer's premises or off-site at the vendor's location, to perform a function or run a department that was previously staffed and supervised by the customer directly.

In some situations, some or all of the customer's previous staff performing that function are hired by the Outsourcing vendor. In Europe, certain legal obligations are placed on the Outsourcing company in this situation. For example, in the United Kingdom, a formal Transfer of Undertakings Procedure (TUPE) (*see definition*) applies to outsourced functions whereby the contracts of employment of all staff within the affected area are automatically transferred to the new employer, which then takes over all rights and obligations arising from those contracts of employment, except criminal liabilities and pension obligations.

Outsourcing Agency

A category used by SIA to define the provision of non-core outsourcing services such as website maintenance and/or development, IT support, marketing and graphic design, in contrast to the business-critical outsourcing provided by Enterprise BPO firms (*see definition*). Outsourcing agencies are typically small, specialized firms.

An interesting sub-category of this market, particularly for staffing firms is Offshore Recruitment Services (*see definition*) which provide remote recruitment process outsourcing in low cost labor markets specifically tailored for staffing firms.

◆ Outstaffing

Outstaffing is a term common in Russia where a provider of IT services employs an individual who is allocated exclusively to a client rather than working project to project. The worker is typically managed by the client, so this may be considered contingent temporary staffing which in some countries requires the provider to hold a license.

◆ Owahara

When a company recruiter pressures a university student who has been unofficially offered employment to end their job seeking activities.

Part-Time Work

Work for a single employer that is regularly scheduled and ongoing but is less than fulltime — either for less than a full day, or less than five days a week, or for only part of the year (e.g., summer jobs for students). Regular Part-Time Workers receive the same rights and prorated benefits available to regular full-time employees of an organization.

Part-Time Work contrasts to Full-Time Work (*see definition*).

Part-time employees are usually not Temporary Workers (*see definition*), because part-timers generally work a regular schedule as a direct-hire on an ongoing, indefinite basis. However, some temporary jobs are for shorter weekly working hours and could be classified as part-time.

Passive Candidate

Someone an employer is considering for a certain vacancy, but who is not actively seeking a new position. Passive candidates have not applied for an open position and are not searching for a new job; however, their qualifications and experience make them attractive to hiring managers, who may begin recruiting by inviting considered candidates to consider the position. Passive candidates are often those with in-demand skills and experience, making them desirable to employers, and sometimes difficult to recruit, especially if they are happy and well-compensated in their current employment.

To source Passive Candidates, recruiters may ask employees or other contacts within their network for referrals or use a range of Talent Acquisition Technology to tap into social media profiles, online communities as well as internal databases of ex-employees.

As skills shortages become more prevalent, reaching out to Passive Candidates should be part of any proactive recruitment campaign.

Pay Rate

In the provision of Temporary Agency Workers (*see definition*), the pay rate is the direct compensation paid by the staffing agency employer to its temporary employee. May be paid hourly, daily, weekly or monthly.

Pay When Paid Clause

A clause found in some MSP/RPO agreements through which the intermediary (MSP or RPO) has no obligation to pay sub-vendors (staffing suppliers) unless and until the end-user (buyer) settles its own invoices. Pay When Paid Clauses are popular with buyers as it enables them to simplify their invoicing procedures and provides them with "one throat to choke" while the intermediary also gains – primarily from cash management opportunities. However, the concept is much less popular among sub-vendors, which often have no knowledge of whether the end-user has

made a payment and is usually discouraged or prevented from having a direct dialogue with the end-user. Sub-vendors also suffer from this arrangement to the extent it may deter them from participating in a program as it limits their ability to factor invoices and thereby finance their business.

Payroll Bureau

Firm providing payroll services to small employers. They may be independent standalone Payroll Bureaus, but often these services are provided by accountancy firms as a complementary offering to their broader accounting services. Such companies do not typically offer any additional outsourced HR services.

Payroll Service

A segment of the Payroll/Compliance Industry within Staffing Industry Analysts' Workforce Solutions Ecosystem, a Payroll Service is the provision of payroll processing, paycheck writing, and payroll tax administration, for a fee. A payroll service is an administrative function provided on the basis that no co-employer or joint employer relationship exists. The service is usually provided by specialist Payroll Service Provider or Payroll Bureau (*see definitions*) but can, sometimes, be provided by staffing companies for an administration fee. (See also *Employer of Record (EOR)*).

Payroll Service Provider

Provide national, and sometimes international, Payroll Services (*see definition*) taking custody of an employer's payroll cash and assuming responsibility for payroll taxes and remitting net pay to employees. Unlike Payroll Bureaus (*see definition*), these firms will often provide certain complementary outsourced HR services but this tends to be quite partial in nature and not as part of a full and comprehensive HR outsourced offering. (See also *Employer of Record (EOR)*)

Payroll Software Provider

Payroll software providers sell software rather than outsourced payroll services. This software enables employers to run their own payroll and manage, organize and automate employee payment.

Payrolling

An arrangement whereby a client recruits or otherwise identifies personnel whose services it needs and refers them to be employed by a service provider, such as a staffing firm or umbrella company, and assigned back to the client. In this case, the workers become, in effect, employees of the service provider whose services include payroll services, calculation and payment of taxes and HR and employment administration services (*see Employer of Record*). Payrolling arrangements usually involve a specific client function or position, not the whole or a significant portion of a client's workforce as in a "PEO" relationship (See *Professional Employer Organization*). See also *Contractor Payrolling*.

Payrolling/Compliance

Industry segment of Staffing Industry Analysts' Workforce Solutions Ecosystem comprising a range of Payrolling and Independent Contractor Evaluation and Compliance services (*see definitions*). Payrolling and Independent Contractor Evaluation and Compliance services may be offered by one company or by separate companies.

Penetration Rate

Used in relation to temporary staffing, the term 'Penetration Rate' is the proportion of people working on a temporary basis through staffing firms compared to total people in employment. In most developed staffing markets, the penetration rate is normally between 1.5% and 3%. The Penetration Rate is often used as an indication of the relative maturity of a national staffing market.

People Aggregators

Like candidate search engines used by Job Boards (*see definition*), People Aggregators are firms providing software which allows recruiters to enter in desired attributes (skills, location, previous employers, etc.), and the technology returns a list of candidate profiles and contact information. These tools aggregate information from hundreds of different websites and social media networks on millions of candidates in an automated fashion.

◆ **Per Diem**

A Latin phrase that literally translates to "by the day" but is used to denote daily living expenses paid to technical, travel nurses, or other skilled temporary or contract employees while they are employed at a distant location requiring housing away from home, or during a period while they are relocating. Per Diem can also refer to billing by the day (instead of hourly billing) or shorthand for nurses provided on a daily basis rather than a travel basis.

Perm

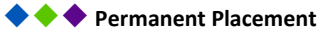
Short for permanent or Permanent Placement (*see definition*).

Perma-temp

A colloquial expression used to describe a cohort of long-term temporary workers as an amalgam of “permanent” and “temporary”. The term was originally used to describe a group of independent contractors who successfully sued Microsoft Corp. in the US in the 1990’s. They claimed they had been misclassified and were entitled to employee benefits. Microsoft eventually settled with plaintiffs for approximately \$100 million. As a result of the high-profile nature of the case, many companies began looking at their temporary worker policies with much greater scrutiny, especially those relating to tenure.

Permanent Employment

See *Traditional Employment*


Permanent Placement

The bringing together of a job seeker and a prospective employer by a staffing firm for the purpose of effecting a traditional employment relationship, for a fee. Also refers to the process of arranging such a relationship. In a Permanent Placement arrangement, the provider is only paid a fee (normally calculated as a percentage of the candidate’s first-year salary) if a placement is made, as opposed to a Retained Search arrangement (*see definition*). It is often referred to as “perm placement”.

In North America, the term “Direct Hire” is more commonly used (*see definition*).

Permanent Work

Permanent Work refers to an employee-employer relationship where the employee is employed directly by an employer for an indefinite period of time. Unlike Contingent Work (*see definition*), Permanent Work does not have a predetermined end date. In the US, in addition to their wages, Permanent Workers often receive benefits like subsidized health care, paid vacations, holidays, sick time, or contributions to a retirement plan. In other jurisdictions, as well as benefits, permanent employees generally receive the highest level of employment protection and statutory rights associated with their employment than other workers.

Permanent Workers are often eligible to switch job positions within their companies. Even when employment is “At Will” (*see definition*), Permanent Workers of large companies are generally protected from abrupt job termination by severance policies, like advance notice in case of layoffs, or formal discipline procedures.

Rarely does Permanent Work mean employment of an individual that is guaranteed throughout the employee’s working life and so a more accurate description would be indefinite employment. Permanent Work is alternatively referred to as Regular Work or Traditional Work (*see definitions*) though, like Permanent Work, these definitions are also flawed.


Personal Service Company (PSC)

A Personal Service Company (PSC) is not defined in UK law, but is usually taken to mean a limited company, the sole or main shareholder of which is also its director. The director provides their services to clients, through their company rather than as a self-employed contractor. Individuals providing contingent work services in this way are known as “PSC contractors” or Limited Company Contractors. For any engagement, the client will pay the PSC a fee for the individual’s services without first deducting income tax or employee National Insurance Contributions (NICs) as it would for any employee under PAYE.

There are several possible tax advantages to this type of arrangement for the individual contractor, further to the wider potential benefits from freelancing. First, the range of business expenses which the PSC may set against its taxable income will be much wider than the expenses that can be claimed by an employee, allowing the PSC contractor to retain more of the income earned from providing services. Second, there will be a cash-flow benefit in avoiding tax being deducted at source each month. Third, the individual, as a shareholder, may receive their income in the form of dividend payments on the profits made by their PSC, as an alternative to being paid a salary as the PSC’s employee. This avoids the payment of income tax and National Insurance Charges (NICs).

There are also potential financial benefits for the client organisation to this arrangement: they do not incur employer NICs on the payment they make to the PSC, and do not have to provide various rights and entitlements that employees enjoy (such as holiday pay, sick pay and working time protections).

In recent years there have been several initiatives by the UK government to tackle the misuse of PSCs for tax avoidance culminating in the IR35 ‘Intermediaries’ legislation (*see definition*) first introduced in April 2000 and extended in April 2021.

Phased Retirement

Gradual retirement brought about by the reduction of full-time employment commitments over a set period of time.

Phased Retirement is seen as a benefit by many older workers, as it allows them to gradually ease into retirement while maintaining a higher income than they would receive if they quit work entirely. From the employers’ point of

view, Phased Retirement programs can be used to retain skilled older employees who would otherwise retire (especially in sectors where there is a shortage of entry-level job applicants), to reduce labor costs, or to arrange for the training of replacement employees by older workers.

Place

In a recruitment context, to place is the bringing together of a job seeker and a prospective employer by a third-party recruitment firm for the purpose of effecting a traditional employment relationship, for a fee. (See also *Placement*).

Place & Search

A service segment of the Staffing Industry that incorporates certain activities of staffing firms and executive search firms. The 'Place' part of the definition 'Place & Search' refers to the bringing together of a job seeker and a prospective employer by a third party recruitment firm for the purpose of effecting a traditional employment relationship, for a fee. Also refers to the process of arranging such a relationship. This term is often substituted by the terms 'Direct Hire' in the US and 'Permanent Placement' elsewhere (*see definitions*).

The 'Search' part of the definition 'Place & Search' refers to any one of a variety of unbundled sourcing research services provided by third-party executive search firms, sometimes referred to as 'Headhunters' (*see definition*) involving the identification of potential candidates at competitive firms, pre-screening, reference-checking, and other search-related research.

'Search' could also refer to the hiring activities undertaken directly by corporate recruiters, though SIA's definition of 'Place & Search' refers exclusively to those services provided by third parties.

Placement

The result of bringing together a job seeker and a prospective employer by a third-party recruitment firm for the purpose of effecting a traditional employment relationship, for a fee. "Placement" can imply the marketing of applicants to employers, rather than the actual recruitment of applicants for a specific employer position. (See also *Place*),

Placement Agency

Used as a legal definition in some countries, a Placement Agency is a recruitment agency that seeks to refer applicants seeking employment to employers seeking employees. A fee is charged to the employer or in some limited markets, where it is not illegal, the applicant after a successful referral.

Placement Fee

The fee due to an agency when a referred candidate is hired by a direct employer. Fee calculations are usually based on salary such as the equivalent of one month's salary or a fixed percentage (typically in the range of 15% to 35% of annual salary), or a percentage that increases with the salary level (e.g., 1% per thousand).

Placement Services

Services provided by a staffing firm to an organization to locate a properly skilled employee with the ultimate goal of a traditional Direct Hire (*see definition*) employer-employee relationship with the client; may include "temp-to-perm" services. (See also *Temporary-to-Permanent*)

Planned Staffing

Contracting for the regular use of temporaries to handle peak production periods, seasonal activities or special projects. May involve the supplement of a customer's traditional workforce, or the provision of a temporary workforce to handle a project that occurs periodically. The concept of Planned Staffing differs from Facilities Staffing (*see definition*) in that Planned Staffing refers to cyclical or intermittent staffing needs, while Facilities Staffing refers to the process of "planning turnover" in a continuous function. However, as might be expected, these terms are often used interchangeably.

◆ **Portable Employer of Record**

A US term for a business activity that provides employer-like services to Independent Contractors and Freelancers (*see definitions*) in exchange for a percentage of the fees collected. The contractor utilizes the services of the provider as she or he moves between jobs. See also *Umbrella Company* in the UK and the Netherlands.

◆ **Posted Worker**

An employee sent by his/her employer to carry out a cross-border service in another EU Member State on a temporary basis under the freedom of provision of services. For example, a service provider may win a contract in another country and send his employees there to carry out the contract. Posted workers are entitled by law to a set of core rights in force in the host Member State which include, for example, minimum rates of pay/remuneration, maximum work periods and minimum rest periods, minimum paid annual leave, occupational safety and health, etc.

Businesses and posted workers who do not comply with the legislation can be considered as being involved in a type of undeclared work by the hosting and/or sending country.

Precarious Work

A pejorative definition used to describe non-standard forms of work including contingent work. A similar pejorative term also used occasionally is Atypical Work (*see definition*).

Preferred Supplier List (PSL)

See *Approved Supplier List (ASL)*

Primary Suppliers

Two or more suppliers that have the majority of a company's staffing requirements distributed to them. Primary Supplier relationships may be informally derived (i.e., the Primary Supplier(s) are simply the main suppliers of staffing services to an organization) or form part of a formal and well-defined MSP arrangement (*see definition*). Primary Suppliers may be given preferential treatment (i.e., first opportunity to fill a client request) in a Tiered Staffing model (*see definition*) before vacancies are distributed to other suppliers in lower tiers. Primary Suppliers may operate on-site or off-site and they may also be in a competitive bid situation.

Principal Model MSP

Refers to the standard contractual arrangement commonly found in the US and UK whereby the MSP (*see definition*) acts as the principal contractual (and payment) intermediary in relation to the supply by staffing companies of temporary workers. They may also act as an intermediary in the supply of independent contractors/freelancers (whether through an agency or not) as well as SOW contractors. (See also *Agency Model MSP and Margin only Model MSP*)

Process Outsourcing

Industry segment of Staffing Industry Analysts' Workforce Solutions Ecosystem which describes the use of an outside business services vendor (and its supervised personnel), either on the customer's premises or off-site at the vendor's location, to perform a function or run a department that was previously staffed and supervised by the customer directly. (Sometimes, but not necessarily, limited to situations where some or all of the customer's previous staff performing that function are hired by the outsourcing vendor.

Solutions in the Process Outsourcing category include Recruitment Process Outsourcing (RPO) where a vendor takes on responsibility for an organization's hiring requirements (to some degree) and Managed Service Provision (MSP) where a vendor manages an organization's staffing suppliers (*see definitions*). It also includes outsourcing certain aspects of human resources (HRO) or outsourcing a whole work function or department such as telesales, catering or security (BPO) (*see definitions*).

Process Outsourcing could be done locally or offshore and sometimes, but not necessarily, limited to situations where some or all of the customer's previous staff performing that function are subsequently hired by the outsourcing vendor.

Professional Employer Organization (PEO)

A service segment of the Payrolling/Compliance Industry primarily used in the USA, a PEO assumes, via contract, a significant portion of employer responsibilities and associated risk for either part or all of a client's workforce. In this situation, employees are typically employed by the PEO but work on an indefinite basis under the control and direction of the client organization. PEO arrangements can be similar to HR Outsourcing though it is distinguished by a direct employment relationship between the workers and the PEO firm.

While this is not a familiar service outside the US, some PEOs offer global services, sometimes referred to as Global Employer Organization or Global PEO (*see definitions*) however these services are much more limited than the model used in the US given different social welfare provision in other countries.

Professional Employer Services

Describes the services provided by a Professional Employer Organization (*see definition*). In addition to assuming a significant portion of employer responsibilities for a client company's workforce, additional services may include many human resource functions such as recruitment, drug testing, etc. However, the PEO does not have accountability or responsibilities with regards to output or results. (See also *Employee Leasing*).

Professional Staffing

A segment of temporary staffing that includes workers in IT/technical, engineering, accounting and finance, legal, sales and marketing, and managerial functions, among others. This segment contrasts to Commercial (or Traditional) Staffing (*see definitions*). While there is common consensus on how to categorize the highest and lowest skilled workers, there is a blurring of boundaries when it comes to medium skilled/middle management roles. Within these categories (such as sales & marketing, nursing, social care, and HR), what some people call professional staffing, others might call commercial staffing. Such variation exists among the categories used by

different national staffing associations to estimate the size and growth of their respective markets. (See also *Specialist Staffing*).

Programmatic Job Advertising

A way to distribute job ads using AI and machine learning to determine where employers will have the most success in displaying their vacancies in line with the budget they have available. Once a campaign is underway, human decision-making can be eliminated and the process fully automated. Machine learning continues to analyze user behavior at each ad location and finesses the campaign by displaying the job less often on the worst-performing websites and more often on the best-performing websites.

An important aspect of Programmatic Job Advertising is that the pricing model is performance based and evolved as Job Aggregators, such as Indeed, developed the pay-per-click bidding model. The most common payment model is pay-per-click but increasingly pay-per-applicant, pay-per-shortlist and even pay-per-hire options are being deployed.

Underpinning the performance-based pricing, Programmatic Job Advertising establishes a rule-based automated bidding strategy at the beginning of a job advertising campaign. So, for example, if the job advertiser's bid per click is not delivering the number of applicants needed, the bid will be automatically increased (up to the budget agreed). The software can also be programmed to stop promoting the job ad once an appropriate application cap has been reached (the number of applicants deemed necessary to lead to a successful hire). The programmatic platform should also be able to identify inefficient spend and put a brake on locations where a job might have a material conversion problem (lots of clicks, few applies) or where the cost of an application exceeds a rational limit.

Project Management Fee (PMF)

A fixed monthly fee charged as part of a Recruitment Process Outsourcing contract (*see definition*) and which covers all aspects of service delivery. A proportion of the fee is normally linked to performance via service-level agreements against pre-agreed targets to provide a risk/reward system. Alternative RPO fee models/components are a Success Fee (normally on a per-hire basis) and a Transactional Fee for miscellaneous services.

Project/Program Management Office (PMO or PgMO)

This is a group or department within a business, agency or enterprise that defines and maintains standards for project management within the organization. The PMO strives to standardize and introduce economies of repetition in the execution of projects. In a contingent program, a PMO will be tasked with handling the day-to-day interactions between engagement managers, staffing suppliers and contingent resources as well as identifying opportunities for optimization of the program based on industry best practices. While most PMOs are provided by third-party managed serviced providers, many companies utilize internal teams as their PMO.

Psychometric Assessment

A formal set of tests used in the hiring process to analyze soft skills such as integrity, personality, general cognitive ability and cultural fit. There is some skepticism regarding the scientific accuracy of these types of tests, with some critics suggesting they are misleading. However, they are in common use and a great deal of research is now being done to predict a candidate's likely success in a role prior to hire by combining various assessments with machine learning, advanced statistical techniques, and firms' internal hiring data.

Qualified Independent Contractor

Any worker who has been evaluated and determined to meet the legal requirements to perform work as an Independent Contractor (IC) (*see definition*)

◆ Qualifying Clock

A colloquial term used to describe the calculation of the 12-week qualifying period that an Agency Worker must complete with the same hirer before they are entitled to the same pay and working conditions as they would have had if they were directly recruited at the start of the assignment, according to the UK Agency Workers Regulations (*see definition*). Certain breaks in the assignment of an Agency Worker (*see definition*) do not prevent them from completing the 12-week qualifying period.

These provisions can best be explained by thinking of the qualifying period as a clock that runs from 0 to 12. A break of more than six weeks between assignments with the same hirer will mean that the clock is reset to 0 and the Agency Worker must start the qualifying period again. In other circumstances, such as sickness or maternity leave, a break will merely 'pause' the clock, which will then continue to tick when the Agency Worker returns to the assignment. The 12-week qualifying period will include assignments with the same hirer through different temporary work agencies.

Quarterly Business Review (QBR)

In a talent acquisition contents, a Quarterly Business Review is a review of the contingent program ongoing business plans and program objectives conducted on a quarterly basis with strategic suppliers and or MSPs (*see definition*). The goal of these meetings is to address new business issues and opportunities and provide project status updates on existing ones. Operations and planning staff oversee and review project timelines and budgets, as well as address audit and compliance issues. Follow up action items are then defined and delegated.

Quiet Hiring

In the context of a challenging recruitment environment, Quiet Hiring refers to a workforce strategy that involves temporarily or permanently reassigning workers from one part of the company to another part of the company in order to fill critical workforce roles while avoiding the costs and time needed to hire externally. This strategy might be used in times of economic uncertainty or volatility in which the company may wish to quickly pivot and shift priorities while maximizing the retention and productivity of its internal workforce.

◆ Reasons of Use

A term used in some European countries (i.e., Spain, Belgium and France) to denote the fact that the use of temporary workers must be justified by certain pre-defined “reasons of use,” such as the replacement of absent workers, absorption of activity peaks, etc. Both the scope and approval process for Reason of Use differ by country.

Recruit-Train-Deploy Model

The recruit-train-deploy model refers to the business model used by some staffing firms where a cohort of job seekers are recruited and the trained for a period of time to prepare them for work at a client site where they are deployed. It is often used for the training of IT skills and workers can often be required to repay the staffing firm for their training if they do not stay on the job for a prescribed amount of time. The training can often take 90 days and the work assignments can run from 12 months to 15 months.

Recruiter

An individual who works to fill job openings in businesses or organizations. A Recruiter's job includes reviewing candidate's job experiences, negotiating salaries and placing candidates in suitable employment positions. A Recruiter may hire for the organization they work for (a Corporate Recruiter), provide recruiting services independently or via a Staffing Firm or Recruitment Agency (*see definition*). Third-party Recruiters typically receive a fee from the hiring employers usually by way of a commission.

Recruiting

The process of locating and screening a candidate or candidates by an employer or as part of a search assignment given to a third-party such as a staffing firm. Also used to describe overall general efforts to bring in temporary employees. “Recruitment” generally implies the search for candidates who meet specific specifications rather than the marketing of available applicants to employers.

Recruitment Agency (or Recruitment Company)

Recruitment agencies are third-party firms that find suitable candidates for employers. They are tasked by and remunerated by employers to find candidates for vacant positions within their organizations to save time and money and access the extended candidate net that a direct advert and company network is unable to reach. Recruitment Agency more usually describes firms who provide Direct Hire (*see definition*) or Permanent Placement (*see definition*) services compared to Staffing Agency (*definition*) where Temporary Staffing services will also be provided.

Recruitment Agency Marketplace

See *Recruitment Marketplace*

Recruitment Aggregator

See *Recruitment Marketplace*

Recruitment Chatbot

An automated computer program that conducts an online conversation to convincingly simulate how a recruiter would behave during the initial stage of the hiring process. Some chatbots operate solely via text input and output while other more advanced chatbots may have the ability to “listen” to voice inputs and “speak” by emulating a human voice. Employers use Recruitment Chatbots in order to stay in contact with candidates once they have submitted their details and update them on where they are in the hiring process so that all candidates are properly engaged and dealt with efficiently and respectfully. Thereby, chatbots can bring efficiencies and cost savings to the hiring process especially where the employer is having to deal with high volumes of applications. Some Recruitment Chatbots have been designed with the job seeker in mind to act as their ‘virtual’ agent in administering the multiple job applications they have made.

Recruitment Company or Recruitment Agency or Recruitment Firm

A company providing recruitment services; however, the term may be used to refer to companies that provide both permanent placement as well as other services such as temporary staffing. (See also *Staffing Company*).

Recruitment Consultant

See *Staffing Consultant*.

Recruitment Marketing System (RMS)

Multi-component software designed to automate and facilitate the processes involved in finding, attracting, assessing, interviewing and hiring new personnel. The RMS is often integrated with an organization's own website and can be accessed by corporate recruiters via web browsers anytime in order to reach candidates in a resume database quickly and accurately. An RMS will typically offer features such as real-time online job posting management, candidate search and candidate management with user alerts and filtering technology to screen out unqualified candidates.

Recruitment Marketplace

Recruitment Marketplaces are part of the Candidate Discovery sub-segment of SIA's Workforce Solution Ecosystem. They facilitate a platform of hundreds to thousands of individual freelance recruiters and/or staffing agencies that employers can tap into to help fill open roles. Typically, these firms have a set placement (or "success") fee, which is split between the recruiter that ultimately "places" a candidate and the platform. These platforms allow employers to conveniently tap into a much broader and diverse network of staffing suppliers - networks that are potentially larger and more diverse than those owned by the largest global staffing firms.

Recruitment Marketplaces provide employers with the convenience of single-supplier invoicing (and rebates) and also much better speed of engagement as participating parties will be obliged to subscribe to the terms and conditions imposed by the platform and not have to negotiate terms on an agency-by-agency basis.

Some Recruitment Marketplaces act as a platform for staffing agencies while others are a platform for a network of freelance (or independent) recruiters. Some vendors combine both channels. Participation in a Recruitment Marketplace platform means that agencies can spend more time focused on sourcing and matching and less time on client prospecting.

While Recruitment Marketplaces mostly focus on Direct Hire (Permanent Placement) (*see definitions*), a number also source temporary/contract workers. Where they do, there is a lot of cross-over in terms of what a VMS (and, in some cases, what an MSP) does – in fact, a number of Recruitment Marketplaces market themselves as lite alternatives to VMS (See *Vendor Management System*).

There are other terms used to describe this category of service such as "Crowdsourced Recruitment Platforms", "Crowdstaffing Platforms", "Recruitment Agency Marketplace" or "Recruitment Aggregators".

Recruitment Process Automation (RPA)

The use of technology, and more specifically artificial intelligence, to automate parts of the recruitment process from sourcing through to matching, shortlisting, fulfilment and onboarding.

Recruitment Process Outsourcing (RPO)

A service segment of the Process Outsourcing industry (*see definition*), RPO is the partial or full outsourcing of the internal recruitment function to a third-party specialist provider, which serves to provide the necessary skills, activities, tools, technologies, related recruitment supply chain partners and process methodologies to assume the role of the client's recruiting department by owning and managing its recruitment process and related recruitment supply chain partner relationships. RPO is more commonly used as a method for employers to recruit direct-hire personnel, particularly in the US. In Europe, contingent workers will also be included within that scope in some instances.

◆ **Recruitment-to-Recruitment (Rec to Rec)**

A term used in the UK to describe the provision of niche permanent placement services to staffing companies in order to meet their own internal hiring requirements.

Redeployment

The process of moving employees to a different job or of sending them to work in a different location within the same organization. Redeployment may be an important component of an Outplacement program (*see definition*) in order to help employees avoid redundancy. Services of this nature bring Outplacement firms into the realm of career mobility.

Refer, Referral

The act of sending a specific applicant or candidate from an agency to a client for consideration for employment. Also, this can refer to one search professional's sending a candidate to another search professional who may have an open order that fits that candidate.

Might also refer to the informal referral of a candidate for a vacancy by an individual or as part of a formal referral program and, potentially underpinned by an Employee Referral Platform (see definition). Referrals made in these circumstances usually comprise a reward to the person making the referral if the candidate is accepted for the role.

Regular Work

An alternative term for Permanent Work (see definition) as a way of describing a direct, ongoing, full-time and non-contingent two-party employment relationship between an employer and an employee. This is also referred to as Traditional Work in some instances (see definition).

Request for Information (RFI)

An RFI is a document used to obtain general information about services, or suppliers in a procurement exercise. It is an information request, not binding on either the supplier or the purchaser, and is often used prior to specific requisitions for items. The lightest of the RFx toolkit, the RFI can often lead to a more expansive review through an additional RFx effort.

In a contingent workforce program, this is used when a CW program office is interested in learning more about the capabilities and/or services of a provider. Many times, information obtained through an RFI will be used to determine which provider should be included in the more structured format of an RFP.

See also *RFx*, *Request for Proposal (RFP)*, *Request for Quotation (RFQ)*, and *Request for Solution (RFS)*.

Request for Proposal (RFP)

An RFP is a more structured format of gathering information from vendors than an RFI. RFPs often occur using a bidding process between vendors in a procurement process. The company specifies its issues and invites vendors to suggest solutions based on their service offerings.

An RFP usually follows an RFI since it is more specific and tailored to the individual customer. The RFP is designed to engage a set of solution partners on a specific service need with an intent to evaluate not only price, but also capabilities of the respondents. Considerations through an RFP may be around the methods used and previous experience with similar work. An RFP allows an organization to find the best service at the best cost.

In a contingent workforce program, the CW program office will engage in an RFP to identify a provider of services or a technology to support their program. This activity is usually done in partnership with Procurement. The RFP is completed with the decision/awarding of business to one of the vendors included in the RFP exercise.

See also *RFx*, *Request for Information (RFI)*, *Request for Quotation (RFQ)*, and *Request for Solution (RFS)*.

Request for Quotation/Quote (RFQ)

Most utilized when the need is well-defined and repeatable, an RFQ is the engagement of a group of solutions partners for a specific service or need with little to no room for responses outside of the given need. The response requested from the solution partner may be limited purely to the cost a supplier would charge.

In a contingent workforce program, this is used when a CW Program has a well-defined need and will include only providers that have the capability to deliver the defined need. An RFQ may be issued either as stand-alone request to established partners for additional products or services, or towards the conclusion of an RFP process.

See also *RFx*, *Request for Information (RFI)*, *Request for Proposal (RFP)*, *Request for Quotation (RFQ)*, and *Request for Solution (RFS)*.

Request for Solution (RFS)

This approach within the RFx process involves a detailed inventory of existing organizational practices in order to test where solution partners would apply their specific expertise. This exploratory effort does not have a set outcome but is intended to solicit solutions without a known problem.

CW programs utilize an RFS when they are open to solution partners providing their organizational expertise and suggestions to address a specified challenge or need. It is possible that once an RFS is completed that the CW Program move to an RFP/RFQ with a more defined scope of work being provided to a short-list of bidders.

See also *RFx*, *Request for Information (RFI)*, *Request for Proposal (RFP)*, *Request for Quotation (RFQ)*

Requisition

In a staffing context, a requisition is a formal request from a client to recruit candidate(s) for a particular job or number of jobs, either permanent or temporary. The term is often shortened to ‘req.’

Resume Parsing/Search and Match Tools

These tools are point solutions that allow users to extract information from candidates’ resumes in an automated fashion. The technology “reads” the resumes and categorizes the data in a structured way, allowing for more relevant searches and matches to be performed. Search-match technology is often incorporated into other Talent Acquisition Technologies (such as ATS, Job Boards, and Talent Platforms), but may be used directly by firms that are building or complementing their own Talent Acquisition Technologies (*see definition*).

Retained Search

Service provided by an executive search firm to locate a candidate for a specific position at a client company. Under a Retained Search arrangement, a fee is payable whether or not a hire is made. (See also *Contingency Recruiting*).

Return on Sales

See *Operating Margin*.

Revenue

The income a company achieves from its normal business activities and sometimes referred to as sales or turnover.

Staffing Revenue can be impacted by the number of temporary assignments, Bill Rates, Permanent Placements and Placement Fees (*see definitions*) so it is important to understand the business mix (temp vs. perm vs. other services) when comparing revenues of different Staffing Firms (*see definition*).

Other factors impacting Revenue include acquisitions and disposals, in which case look out for organic Revenue growth to determine developments of the company’s core business; Currency fluctuations will also impact Revenue for international staffing firms, in which case look out for Revenue growth at constant currency to eliminate inflation/deflation impacts against the company’s reporting currency. ‘Like-for-like’ growth excludes the impact of both acquisitions/disposals and currency effects on Revenue.

Revenue is a reasonable proxy for company size, but it is not an ideal metric when analyzing Staffing Firms as it includes the amount the client reimburses for Temporary Pay which the Staffing Firm remits to the Temporary Worker. (See also *Gross Profit and Operating Profit*).

Reverse Auction

A Candidate (*see definition*) selection process in which staffing companies bid on the opportunity to make a placement. The client sets the parameters of the auction (i.e., skill-set requirements, pricing limits, etc) and bids may or may not be blind, or not known to other bidders. Whereas a traditional auction features multiple buyers and a single seller, reverse auctions have a single buyer (the company with the opportunity) and multiple sellers (the staffing companies). Reverse auctions are also used in a procurement exercise (See also *RFP or RFQ*), and usually carried out online.

Reverse Billing or Reverse Invoicing

Functionality provided within Vendor Management Systems (*see definition*) where the VMS time-card system generates instructions to pay vendors directly without the creation of an invoice. (See also *Self-Billing*).

RFx

A common acronym used in the procurement landscape and it captures all references to Request for Proposal (RFP), Request for Information (RFI), Request for Quotation (RFQ), and Request for Solutions (RFS) (*see definitions*).

Risk Management

The forecasting and evaluation of risks together with the identification of procedures to avoid or minimize their impact. Contingent employment-related risks fall into six categories: strategic – risk associated with organizational goals; operational – risks that may interfere with business continuity; compliance / legal; reporting - reliability of information; safeguarding resources; and personal liability. Better risk management can play a key part in the adoption of Managed Service Provision (*see definition*).

Rogue Spending

Spending with staffing suppliers outside of pre-negotiated contracts or the guidelines of the organization’s contingent workforce program. Also called Maverick Spending.

Search or Search Assignment

The process of recruiting a candidate for a specific position with an employer, usually a senior managerial position. A search may be contracted on a retained or contingency basis. (See also *Contingency Recruiting and Retained Search*).

Search Research

Any of a variety of unbundled sourcing research services provided to corporate recruiters or third-party executive search firms, usually by sole practitioners, involving identification of potential candidates at competitive firms, pre-screening, reference-checking, and other search-related research.

Secondment

Temporary loan, attachment or detachment of an employee to another company (external) or department (internal), for a specified task and predetermined length of time. While assigned elsewhere, the secondee stays on the payroll of their employer and the employer will charge the receiving company or department a fee. This is distinguished from Staffing or Contingent Work because the company seconding its employee is not in the primary business of supplying staff, e.g., an accountancy or law firm seconding its employees to assist their clients.

Self-Billing

Similar to Reverse Billing (*see definition*), an arrangement between a supplier and a customer in which the customer prepares the supplier's invoice and forwards a copy to the supplier with the payment.

Self Employed

An individual who operates a business or profession as a sole proprietor, sole trader, independent contractor or consultant. See also *Independent Contractor*.

Self-Managed Program

Overall contingent worker program managed internally by the client employees as opposed to an outside vendor.

Self-Sourcing

Refers to Direct Sourcing activities (*see definition*) that are undertaken in-house in contrast to outsourcing to a third-party through Managed Direct Sourcing (*see definition*). Self-Sourcing could include activities such as identifying, engaging, selecting and acquiring contingent talent, in whole or in part, without recourse to traditional staffing suppliers.

Self-Sovereign Identity (SSI)

Provides individuals with control over the information they use to prove who they are to services and applications across the web using blockchain technology enabling them to access services in a streamlined and secure manner, while maintaining control over the information associated with their identity.

SSI has the potential to revolutionize the way we manage digital identities and many technology companies, universities and government bodies are collaborating to develop SSI technologies and solutions including decentralized identity protocols.

There is a wide-ranging need for individuals and organizations to prove their online identities for multiple purposes including education, finance, consumer and customer validation, and to access government services (public services and immigration requirements). However, this also has particular implications for credentialing candidates and proving their qualifications, career history and other background screening requirements.

Service Level Agreement (SLA)

A document describing the (minimum) levels of service quality a supplier should comply with. Common examples of the service levels applicable for the staffing industry include: Time-to-Fill (a job-request - *see definition*), maximum invoice corrections in a given period, and time to resolve a complaint. An SLA is usually issued within a commercial relationship covered by a Master Services Agreement.

Services Procurement (Workforce Services Procurement)

Services Procurement (or Workforce Services Procurement) is the advanced application of procurement methodologies and disciplines to the acquisition of enterprise services such as travel, catering and other forms of service based spend. In terms of contingent labor, it is most often used in reference to the provision of more complicated services categories, which are usually executed under a discrete contract per engagement such as Statement of Work (SOW), Management/Project Consulting and Outsourced Services (e.g., Call Centers, IT Support etc.)

Shared Services Center (SSC)

Internal bundling and streamlining of similar services previously spread over many departments, usually in a large organization. Services referred to are normally non-production related, such as ICT, Indirect Purchasing, Sales, Logistics and HR (including Contingent Workers as part of a Contingent Workforce program).

The benefits and purpose of an SSC are efficiency, cost reduction (scale) and expertise. As staffing services become increasingly automated, many staffing firms operating office networks have transitioned their IT services to Shared Service Centers enabled by advances in cloud computing.

Internal acceptance can be a challenge to an SSC, if the complexity of the inevitable change-process is underestimated and local decision-making is undermined. SSC is an internal concept and similar services bundled externally are referred to as Outsourced Services (*see definition*) or a Joint Venture, where more companies decide to launch an external center for similar services.

Sharing Economy

A socio-economic system built around the sharing of resources, however, in more recent year it is more commonly used to refer to the provision of peer-to-peer services provided via the World Wide Web such as ridesharing, apartment/home lending, peer-to-peer lending, reselling, coworking and talent-sharing.

Arguably, labor-related services as provided in the Gig Economy (*see definition*) could be regarded as a subset of the Sharing Economy.

Short-Term Assignment

Refers to a work assignment of limited duration. The exact duration implied here is open to some debate though most would agree that “short-term” means employment of a year or less. (See also *Long-term Assignment*).

Should Cost Pricing

See *Cost-Plus Pricing*

Silver Medalists

From an HR perspective, Silver Medalists are qualified candidates who have applied for and reached the shortlist but did not get a position. As these candidates represent a significant investment of recruiters’ and hiring managers’ time and can be potential choices for future job positions, it is best practice that their details be retained in the hirer’s Applicant Tracking System (*see definition*). Proactive employers implement policies to have an ongoing engagement with these potential new hires often enabled by software such as Engagement Platforms (*see definition*).

◆ **Single-Source Leasing**

The provision of employees and equipment by a single leasing source, as in the case of a driver leasing company that supplies both trucks and drivers to its customers.

Single-Source Supplier

The provision of all staffing services employees to an organization through a single supplier source. Also referred to as “Sole Supplier.”

Skills Tests

A suite of software that tests for specific job-related knowledge (i.e. a hard skill a candidate would need to know to perform a certain role), such as the ability to program in a particular language, write an article within a certain amount of time, do cost-based accounting, or perform a statistical analysis.

◆ **SL (Select License)**

One of two types of licenses required in order to operate as an employment agency in Singapore. The SL is valid for three-year periods and allows employment agencies to place workers earning a monthly salary of more than SGD 7,000 per month. Holders of an SL are not allowed to place workers who earn less than SGD 7,000 a month. (See also *CEI (Certificate of Employment Intermediaries) and Comprehensive License*).

SNA Hallmark

To demonstrate quality and compliance with the laws and regulations in the Netherlands relating to the supply of workers, employment agencies and sub-contractors can obtain certification to standard NEN 4400-1 or NEN 4400-2 from the Labour Standards Association (*Stichting Normering Arbeid*). NEN 4400-1 is a national standard that set requirements for temporary work businesses and contractors of work, including subcontractors, that have their registered office in the Netherlands with respect to the payment of taxes and social insurance contributions and the legitimacy of employment in the Netherlands. NEN 4400-2 has been developed for companies that have their registered office outside the Netherlands.

Although NEN 4400-certification is not obligatory, employers who hire temporary staff or outsource work are strongly advised to contract the services of a certified temporary employment agency or contractor of work. (See also *NEN 4400*)

Social Media Job Site

A sub-category of Online Job Advertising (*see definition*) where job advertising is a complementary part of a social media website.

A number of social media websites have taken advantage of the huge traffic and visibility they have in order to offer job advertising and candidate database searching. The best-known and most successful example is LinkedIn (acquired by Microsoft in 2016), which lets users create profiles and connect in an online social network.

LinkedIn started to offer job advertisements two years after its launch and a substantial amount of the company's revenue comes from allowing recruiters, Headhunters (*see definition*), and HR personnel to source candidates using search tools. Other important Social Media Job Sites include Maimai in China and XING in Germany.

Social Media Screening

Online screening tools perform validation of candidates' social media and other online activities to check for illegal/undesirable behaviors such as racism, cyberbullying, workplace misconduct, or even workers' compensation fraud. These tools can be used as a final check that candidates (who may have no criminal record and may have passed a background check) don't display traits that would be unacceptable in a workplace environment.

Social Recruiting

A process of sourcing or recruiting candidates through the use of social platforms as promotional and/or advertising channels by employers and recruiters. Social recruiting falls into two different categories. The first is internet sourcing using social media profiles, blogs, and online communities to find and search for Passive Candidate data and information (*see definition*). The second is social distribution. This involves using social media platforms and networks as a means to distribute jobs either through HR vendors or through Crowdsourcing (*see definition*) where job seekers and other influencers share job openings within their online social networks.

Sole Employer

The traditional two-party, employer-employee work relationship in which a worker has a single employer, as compared to a Co-employment relationship or Joint Employment status (*see definitions*).

Sole Supplier

A sourcing method in which only one supplier such as a staffing firm is selected to provide all services for a customer, maybe within a service line, geography or for an entire program. (See also *Sourcing Model, Master Supplier*).

Solutions Business

Most often used when describing the provision of outsourced IT services as a total "solution" or package customized to an organization's specific needs. Providers of solutions work take on the risk of project failure and services are typically sold on a fixed-fee basis rather than a time basis. Solutions Business is distinct from Staffing (*see definition*) which is the simple provision of a person or persons to fulfill a specific work assignment. (See also *Outsourcing*).

Sourcing (aka Candidate Sourcing)

The stage of the talent acquisition process which involves candidate search and identification of potentially attractive candidates, but which typically excludes actual engagement of candidates (recruiting) except to obtain clarifying information.

The act of sourcing candidates is performed by either a recruiter (be it an internal corporate recruiter or agency recruiter) or a dedicated recruiter just focused on the sourcing function (called a sourcer). A third-party recruitment agency or corporate recruiting department may be made up of individuals dedicated to just the sourcing of candidates while recruiters can either focus on more account management responsibilities or leverage sourcing experts to supplement an additional volume of potential candidates. An increasing number of corporate recruiting departments outsource this work to a Recruitment Process Outsourcing vendor while staffing firms will outsource to Offshore Recruitment Services (*see definitions*).

In some situations a person who "sources" candidates can and will perform both 'primary' and 'secondary' sourcing techniques to identify candidates as well as the candidate profiling to further pre-screen candidates, but there is a growing professional specialization of the roles "telephone sourcing", "internet sourcing/researching" and Candidate Profiling (*see definition*).

Candidate Sourcing activity typically ends once the name, job title, job function and contact information for the potential candidate is determined by the candidate sourcer. To further develop a list of names that were sourced, some companies have a second person then reach out to the names on the list to initiate a dialogue with them with the intention of pre-screening the candidate against the job requirements and gauging the interest level in hearing about new job opportunities. This activity is called Candidate Profiling or Candidate Pre-screening (*see definitions*).

Sourcing Automation

Defines a set of Sourcing Automation technologies that specialize in automating the process of finding and recruiting candidates, including Resume Parsing/Search and Match Tools, People Aggregators, Sourcing Process Automation Platforms (SPAP) and Intelligent Sourcing Management Systems (ISMS) (*see definitions*)

Sourcing Model

The method by which a company identifies, selects, receives, and pays for contingent workers and related services. Companies may employ more than one Sourcing Model within a Contingent Workforce Program (*see definition*).

Sourcing Models can be identified by a company's position along three independent axes: competitiveness, rate elasticity, and vendor integration. Competitiveness is the degree to which staffing agencies are invited to bid against each other with respect to submission time, candidate quality, and price. Typical options include Sole Supplier, Primary Supplier, Tiered Sourcing, and Open Bidding (*see definitions*).

Rate elasticity is the degree to which contingent workforce demand affects rates, with options including fixed rate cards, pay range plus markup, max bill rates, and open bill rates.

Vendor integration is the degree to which a company uses external resources, with options including complete program outsourcing, on-site administrative support, off-site transaction support, and no external use at all.

Sourcing Process Automation Platform (SPAP)

A twist on the People Aggregator model (*see definition*) that performs lightweight candidate pre-qualification and combines it with additional marketing automation features to fully automate the sourcing process from search through to application. SPAPs typically combine a variety of point solutions such as people aggregation, direct candidate outreach and marketing, job board and social media distribution where necessary, and performance analytics into a cohesive sourcing solution.

A more sophisticated version of an SPAP are Intelligent Sourcing Management Systems or ISMS (*see definition*).

SOW Consultant

See *Statement of Work (SOW) Consultant*.

SOW Consulting Services

The services provided under a Statement of Work arrangement (*see definition*). In contrast to Temporary or Contingent Work arrangements (*see definitions*) which are billed based on time worked, SOW Consulting Services are billed based on a fixed price deliverable or for hitting specific milestones.

◆ **Special Employer**

A US legal term referring to the End User employer's legal relationship with a temporary employee in a joint-employer relationship, arising from responsibility for day-to-day supervision at the worksite. (See also *Co-Employment; Joint Employment; General Employer*).

Specialist Staffing/Specialty Staffing

A term used as an alternative to Professional Staffing (*see definition*) i.e., a segment of temporary staffing that includes workers in IT/technical, engineering, accounting and finance, legal, sales and marketing, and managerial functions, among others.

Spend Under Management

The amount of currency that was actually invoiced by suppliers, typically in an MSP/VMS relationship (*see definitions*) for work performed during a given time frame. This excludes spending that has been identified, but not yet rolled into the program. Suppliers and program managers sometimes describe this spending by breaking it out by job family (professional and commercial) and by worker classification such as Temporary Worker, Contractor, SOW and Outsourced Services (*see definitions*). While not ideal, spend under management is the most common indicator of supplier and market sizing in this segment.

Split Fee Network

An association of staffing firms and/or a technology platform through which staffing firms or independent recruiters can Split Fees (*see definition*) where one firm has the job order and another has an acceptable candidate.

Good candidates and easy-to-fill job roles rarely make it onto Split Fee Networks as recruiters are motivated to keep 100% of the fee rather than share it, the danger being that Split Fee Networks comprise the most difficult-to-fill vacancies and the most-difficult-to-place candidates.

Splits or Split Fee

Splits or Split Fees are formal or informal agreements between staffing firms where they agree to divide a temporary or direct hire placement fee if one firm has the job order and another has an acceptable candidate. The Internet has facilitated this in various ways, with Split Fee Networks and others offering this service (*see definition*).

Within individual staffing firms, a Split Fee may refer to the internal assignment of commission where one office or consultant has the job order and another office or consultant provides the candidate.

◆ **Staff Augmentation**

Staffing services that supplement internal staffing teams where either part of the talent acquisition process is managed by an external supplier or a segment of the organization is supported by the external supplier; however, the supplier is often using the company's internal recruiting processes rather than its own processes to manage the staffing activities.

IT staff augmentation services entail allocation of dedicated technical resources, usually offshore, hired as overseas development extensions of in-house application development teams on fixed or flexible terms and conditions. Using IT staff augmentation services provide a one-window solution to companies who might require application development across diverse technology verticals.

Sometimes abbreviated to 'Staff Aug'.

Staff Leasing

Also called Employee Leasing (*see definition*), Staff Leasing is a term that can mean different things in different countries.

In Europe, Staff Leasing describes the supply of Temporary Agency Workers employed by a staffing agency.

In the US, Staff Leasing is when an employer pays an intermediary organization to hire its employees e.g., a Professional Employer Organization (*see definition*). Employment responsibilities are typically shared between the PEO and the client company but the client company retains essential management control over the work performed by the employees.

◆ **Staff Outsourcing**

In Latin American markets the term "Outsourcing" is often used synonymously with Staffing (*see definition*). Staffing Industry Analysts defines this as "Staff Outsourcing". In Mexico, the use of Staff Outsourcing or Staffing arrangements to subcontract personnel when a supplier provides its own workers for the benefit of the client or makes them available to the client was banned in April 2021. Outsourcing is now limited to the provision of specialized services that are not part of the corporate purpose or economic activity of the client. Staffing firms may no longer supply staff. At most they can act as an employment agent in the recruitment, hiring and training of staff who must be employed directly by the client.

Staffing or Staffing Industry

An industry segment of the Workforce Solutions Ecosystem. Major sectors of the Staffing Industry include Temporary Staffing and Place & Search, with the commonality of sourcing workers for a client. Place & Search comprises three activities: Direct Hire (or Permanent Placement), Retained Search and Temporary-to-Permanent Conversions (*see definitions*). Staffing also includes the provision of these services through digital means as provided by Temporary Staffing Platforms and Hiring Platforms (*see definitions*).

Staffing Association

An organization that represents and promotes the interests of the staffing industry and provides political lobbying and other services to its members. Members normally comprise staffing companies but may also include other ancillary service providers depending on the constitution of the association. Also referred to as Staffing Federation. Examples of staffing associations are the ASA (American Staffing Association), the REC (Recruitment & Employment Confederation) in the UK, RCSA (Recruitment, Consulting and Staffing Association of Australia & NZ) and Prism'emploi in France. Many countries have more than one staffing association and some associations represent niche interest groups such as APSCo (Association of Professional Staffing Companies) in the UK, Germany and Australia.

At a global level, the World Employment Confederation (WEC) is the international organization that represents more than 40 national staffing associations. Aligned to the WEC is WEC-Europe, which seeks to protect the interests of the staffing industry at a European level and negotiates with social partners on EU-related matters.

Staffing Company / Staffing Agency / Staffing Firm

A company providing Staffing services (*see definition*) though many Staffing Firms provide a much wider portfolio of services which could include Consulting, MSP, RPO, Payrolling, Outplacement or even Job Board services (*see definitions*). See also 'Employment Agency', 'Temporary Help Company' and 'Recruitment Agency'.

Staffing Consultant

Refers to the front-line staff within a Staffing Company (*see definition*) who act as an intermediary between an organisation wishing to recruit (the client) and the individual seeking a career move or temporary assignment (the candidate). In some Staffing Companies, the role of Staffing Consultant is split whereby one person engages with the client while another engages with the candidate.

The role is highly sales oriented and most Staffing Consultants are remunerated by way of a fixed basic salary and a highly structured performance-related monthly or quarterly commission.

Staffing Industry

See *Staffing*.

Staffing Platforms

Within SIA's taxonomy for the Workforce Solutions Ecosystem, Staffing Platforms are a segment of the Staffing Industry representing the automated/online version of the offline processes conducted by staffing firms. Both temporary staffing services and place & search can be offered in the form of a Staffing Platform though this represents a minority of providers. We therefore further segment Staffing Platforms into two separate types which separate this service provision; Temporary Staffing Platforms and Hiring Platforms (*see definitions*).

Staffing Platform-as-a-Service (SPaaS)

Staffing Platforms as a Service (SPaaS) vendors provide "out of the box" online and mobile app-based solutions tailored for the staffing industry in order to facilitate the provision of automated/online functionality of the processes traditionally conducted by staffing firms offline. Among other things, the software enables clients and candidates to self-serve with no, or very little, human mediation. A key benefit of off-the-shelf technology is the ease it provides in keeping up with a continuous flow of feature updates as capabilities evolve.

While most often used in staffing sectors featuring blue-collar shift work or with the provision of credentialed healthcare clinicians, SPaaS is increasingly being used to create digital Staffing Platforms for a broad range of professional staffing categories.

Increasingly, candidates and clients interact with staffing companies via apps and portals that are closely integrated with, administered from, and fed with data between applications, forming an omnichannel delivery model as part of a larger tech ecosystem.

◆ Standard Occupational Classification (SOC)

The 2000 Standard Occupational Classification (SOC) system is used by US federal statistical agencies to classify workers into occupational categories for the purpose of collecting, calculating, or disseminating data. All workers are classified into one of more than 820 occupations according to their occupational definition.

The Standard Occupational Classification (SOC) system is used in the UK and maintained by the Office for National Statistics (ONS) by those collecting occupational data, enabling comparison across data sets. It is designed to cover all occupations in which work is performed for pay or profit.

The United Nations administers the International Standard Industrial Classification of all Economic Activities (ISIC) and national classifications tend to relate to this global initiative. In the European Union, since 1990, members states have been obliged to conform to Standard Industrial Classification (SIC92).

STAR Method

Used by interviewers to gather all the relevant information about a specific capability that the job requires and by job candidates to respond in a structured manner, the STAR method is used in behavioral-based interviews by discussing the specific 'situation, task, action, and result' of the situation being described.

The STAR technique is also often complemented with an additional R on the end STARR or STAR(R) with the last R standing for reflection.

Statement of Work (SOW)

A document that captures the work products and services, including, but not limited to the work activities and deliverables to be supplied under a contract or as part of a project timeline. In contrast to a typical Temporary or Contingent Work arrangement (*see definitions*) which are billed based on time worked, SOW agreements are usually billed based on a fixed price deliverable or for hitting specific milestones.

The legal nuances of SOW are complex and require qualified legal advice.

Statement of Work (SOW) Consultant

An individual performing services in accordance with a Statement of Work document (*see definition*) that captures the work products and services to be delivered under a contract for services between a client and either the consultant (or usually their business entity) or a provider of consultancy services.

Statutory Costs

Statutory Costs are those costs that are incurred by a business because they are mandated by a "statute" i.e. any law or regulation. These costs vary widely by country and between states or provinces and are generally used by governments to cover the cost of federal or state unemployment, sickness/disability and parental leave as well as pension and healthcare provision

Statutory-Plus Pricing

A pricing model whereby a payroll provider charges its clients Statutory Costs (*see definition*) legally required by any government body for acting as a worker's employer plus the payroll provider's overhead costs and profit for its services.

Strategic Staffing

The pre-planned use of alternative or flexible staffing strategies by the customer. May include any one of a combination of strategies such as the use of temp-to-perm hiring, planned temporary staffing for work cycle peaks or projects, or payrolling, for example.

Strategic Workforce Planning

The process an organization undertakes to develop a holistic, long-term and proactive approach to strategically assessing and accessing all multiple forms of talent engagement in order to anticipate current and future hiring needs. Specifically, Strategic Workforce Planning links corporate and strategic objectives and their associated workforce implications with multiple avenues of talent engagement and resourcing (Direct Hire, Contingent, SOW, Outsource, etc.). Strategic Workforce Planning is an essential step towards the development of Total Talent Management (*see definition*).

Structured Tiers

Selection and ranking of multiple suppliers in a specific priority, based on pricing level and/or quality of service combined with size and capacity. Employers will likely have different tiers according to staffing specialization. Higher-tiered staffing suppliers will be given preferential exclusivity to work on vacancies before the request is forwarded to lower-tiered suppliers (*See also Sourcing Model*)

Substitute Teacher

A person who teaches a school class when the regular teacher is unavailable because of illness, personal leave, or other reasons. Substitute teacher (often abbreviated as "sub") is the most commonly used phrase in the United States, Canada, India and Ireland, while Supply Teacher (*see definition*) is the most commonly used term in the UK. (*See also Education Staffing*).

Supplemental Staffing

The provision of temporary workers to a client company to supplement the current workforce for peak loads, special projects, or planned and unplanned worker absences. Also describes the regular practice of using contract healthcare staff in hospitals and other medical institution settings.

Supplier-Funded Model

Refers to MSP and/or VMS programs (*see definitions*) funded through a small, negotiated margin percentage or fixed fee charged to the client and added to the billing of each assignment. Supplier-Funded Models contrast to Vendor-Funded Models (*see definition*) where VMS providers do not charge clients a software licensing or transaction fee. While, on the face of it, Vendor Funded Models may seem more attractive from a client's perspective, proponents of Supplier Funded Models argue that they offer better value for all parties in the supply chain with faster adoption rates and better long-term savings potential.

Supplier Management

See Vendor Management.

Supply Chain Management (SCM)

Supply Chain Management (SCM) is the management of the flow of goods and services. It includes the movement and storage of raw materials, work-in-process inventory, and finished goods from point of origin to point of consumption. Interconnected or interlinked networks, channels and node businesses are involved in the provision of products and services required by end customers in a supply chain. In a contingent program supply chain management refers to the process of optimizing a company's contingent talent pipeline from candidate sourcing to onboarding and beyond.

◆ Supply Teacher

A person who teaches at a school on a temporary basis when the regular teacher is unavailable because of illness or personal leave. The provision of Supply Teachers in the UK by staffing firms is a thriving business, although this sector is less prevalent (to non-existent) in other staffing markets. In the US and certain other markets, Supply Teachers are more commonly referred to as Substitute Teachers (*see definition*) and as Relief Teachers in Australia & New Zealand. (*See also Education Staffing*).

Take rate

A key indicator representing how well a Talent Platform monetizes spend. It is the share of gross services volume captured and is expressed as a ratio calculated as talent platform revenue divided by gross services volume. (*See Gross Services Volume (GSV)*).

Talent Acquisition

The ongoing cycle of processes related to attracting, sourcing, recruiting, and hiring (or placing) employees within an organization. This includes elements of Employer Branding (*see definition*), outreach, networking, vendor selection and relationship building with potential candidate communities to continually build and enhance the talent pool for an organization.

Talent Acquisition Technology

Industry segment of the Workforce Solutions Ecosystem, defined as technology-based businesses related to attracting, sourcing, recruiting, and hiring (or placing) employees and non-employed workers within an organization. Talent Acquisition Technology is a broad category which includes Job Boards for advertising vacancies online, Applicant Tracking Systems (ATS) for processing new hires, Vendor Management Systems (VMS) for managing staffing suppliers and an emerging category of online platforms and technology services.

Talent Engagement

The process of attracting the right people to an organization and getting candidates and employees to fully engage and connect with the company's values, goals, and principles.

Talent Intelligence

Talent intelligence refers to the process of collecting, analyzing, and marrying internal and external data and using the insights to turn workers (regardless of status) into a competitive advantage. Talent intelligence helps companies understand the available talent pool, identify and select the best talent at the best cost, and engage in the thoughtful development and execution of an integrated talent sourcing and management strategy that actually delivers business results.

Talent Management

Interconnected human resource processes designed to source, attract, select, train, develop, retain, promote, and move “regular employees” (as opposed to contingent workers) through an organization with the aim of improving revenue, customer satisfaction, quality, productivity, cost, cycle time, and market capitalization. The major aspects of talent management normally include recruiting, performance management, leadership development and workforce planning/identifying talent gaps. (See also *Workforce Management*, *Total Talent Management*).

Talent Management System (TMS)

A Talent Management System (TMS) is an integrated software suite that addresses recruitment; performance management; learning and development; and compensation management. The TMS enables HR to track and manage the recruitment, development, and performance of employees and candidates.

Talent Optimization

Talent optimization is the practice of aligning talent strategy with business objectives through a holistic view of workforce data, enabled by the application of advanced analytics.

Talent Platform

A model that enables specific hirers and freelance workers to enter into, complete and transact work arrangements through a website or other digital platform such as a smartphone. It is essentially (more or less) recruiter-less staffing with the entirety of the transaction including remuneration facilitated online via a two-sided marketplace of workers and hirers. Unlike staffing, the Talent Platform takes no responsibility for the tax or social insurance obligations of the workers.

Talent Platforms are an effective way to hire remote workers and take advantage of labor arbitrage by sourcing workers in lower cost labor markets.

There are two sub-segments of Talent Platforms which have slightly different business models though categories are not necessarily mutually exclusive, and many platforms offer a blend of these models; Crowdsourcing Platforms and Talent Platform Aggregators (*see definitions*)

Talent Platform Aggregators

A natural development following the recent proliferation of Talent Platforms, these aggregators deliver a curated pipeline of skilled freelance talent sourced from multiple Talent Platforms but accessed via one convenient interface. The model provides an aggregated solution for freelance talent much in the same way that Recruitment Marketplaces (*see definition*) aggregate Staffing provision and Job Aggregators (*see definition*) aggregate Online Job Advertising.

Talent Pool

A database of passive and active sources of talent who are selected based on common interests, location or skills and who are potential targets for the sourcing of future candidates.

Talent Pool Management

Proactive approach to registering and managing a group of passive and active candidates and organizing these into interest groups and creating communities of prospective candidates to support candidate interests and to meet client objectives (e.g., diversity, skills, location, seniority). Evidence of Talent Pool Management would include metrics that monitor the size of the pool against pool targets, including new additions as well as how many drop out of the pools. The Talent Pool (*see definition*) is actively managed through a communications plan (supported by Customer Relationship Management technology) and candidates are often given the opportunity to join a pool or unsubscribe after which they may or may not receive company updates or communications that relate to their area of interest or expertise.

Technical Services

In a staffing context, Technical Services refers to the provision of technical and engineering personnel including engineers, computer programmers, systems analysts, designers, drafters, writers, editors and illustrators.

Technical Services Firm

A firm that provides Contingent Workers performing Technical Services.

Telecommuting

Working at home, or at another off-site (satellite) location, for an organization whose office is located elsewhere, with one-way or (usually) two-way electronic linkage to that organization via phone and/or the Internet or a company Intranet. Such work may be full-time, occasional, or for a scheduled part of the work week.

Temp

Common abbreviation or colloquial expression for Temporary Worker (*see definition*).

◆ **Temp-to-Direct**

Equivalent term to Temporary-to-Permanent (*see definition*) primarily used in North America. (See also *Temp-to-Hire*).

◆ **Temp-to-Hire**

Equivalent term to Temporary-to-Permanent (*see definition*) primarily used in North America. (See also *Temp-to-Direct*).

◆ **Temp-to-Temp**

A colloquial term for an arrangement by which a temporary worker is transferred from one staffing agency to another. Where this occurs at the request of a client, under UK regulations it will result in a Transfer Fee (*see definition*) being charged by the agency that originally supplied the temp.

◆ **Temporary Agency Worker (TAW)**

Temporary Agency Worker is the legal term used in European law to describe a Temporary Worker. European Directive 2008/104/EC of 19 November 2008 on temporary agency work defines a Temporary Agency Worker as a worker with a contract of employment or an employment relationship with a temporary work agency with a view to being assigned to a user undertaking to work temporarily under its supervision and direction. The Directive was implemented into the national laws of all 27 EU member states, including the UK (Agency Workers Regulations 2010 “AWR”). See also *Temporary Worker; Agency Worker*.

Temporary Employee (“Temporary”)

An employee who performs work for an organization with the expectation that the work will be for a short or limited duration. Temporary employees may be hired directly by the employer or sourced through a staffing company (See also *Temporary Workers; Temporary Agency Worker; Casual Employee*)

Temporary Help

The furnishing of employees to meet the short-term and/or project needs of another employer.

Temporary Help Company

An organization engaged in the business of furnishing its own employees (temporaries) to handle customers’ temporary staffing and special project needs. A temporary help company recruits, trains, and tests these employees, then assigns them to clients for a finite (albeit sometimes very extended) time period.

See also *Staffing Agency*.

Temporary Help Services

Temporary help Services typically comprises a Staffing Firm recruiting and hiring its own staff and assigning those staff to perform work at, or services for, other organizations that need the services of those staff. Assignments of such staff are used typically to support or supplement the other organizations’ workforce in situations such as, but not limited to, employee absence, skills shortage, seasonal workload, or to perform special assignments or projects.

On termination of the assignment, the third-party providing the Temporary Help Services customarily attempts to reassign the staff to other organizations.

Temporary Placement

A term that is sometimes used to distinguish between the Temporary Help Services of a staffing firm and its Permanent Placement or Direct Hire activities (*see definitions*). The term may be confusing, because “placement” usually refers to affecting an employment relationship, while providing a temporary worker involves the provision of a service by a person already employed by a staffing firm.

Temporary Pool

A group of in-house employees hired directly by a company and used to fill temporary job assignments at that company.

Temporary Staffing

A service segment of the Staffing Industry that provides temporary help and related staffing services to businesses and other clients. The temporary staff provided are recruited, screened, possibly trained, and (in most cases) employed by the temporary staffing provider, then assigned to client organizations. Although the customer typically assumes supervisory responsibility for these workers, in certain service arrangements coordination or supervisory functions may be provided by the supplier.

Some staffing firms use the term Contractor (*see definition*) in referring to temporary staff, especially in more highly skilled Professional staffing roles (*see definition*) though, in this context, the term should not be confused with Independent Contractor (*see definition*).

Temporary Workers/Contractors provided by Staffing Firms (*see definition*) include workers sourced, supplied and payrolled by the Staffing Firm for a fixed duration as well as workers sourced and supplied by a Staffing Firm but payrolled by a third-party and including those workers operating as Limited Company Contractors (*see definition*).

While exact terminology and definitions may vary by country, other typical characteristics of a Temporary Worker/Contractor-client relationship are as follows:

- The client exercises supervision, direction and control over the Temporary Worker/Contractor
- The Staffing Firm invoices the client for the services provided by the Temporary Worker/Contractor
- The charge to the client is calculated on a time and materials basis, and
- Temporary Worker/Contractor reimbursement is calculated on an hourly/daily/weekly basis
- The Staffing Firm requires a licence to provide workers to third-party clients (in some countries)

Temporary Staffing Platforms

A type of Staffing Platform (*see definition*), Temporary Staffing Platforms optimize the matching of the best, most relevant temporary workers to a given job, leverage automation and digital efficiencies to deploy them faster, and aim to deliver fill rates near 100% with as little human intervention as possible. These platforms marry technology and processes found in Talent Platforms (*see definition*) such as a two-sided digital labor marketplace, ratings systems, algorithmic recruiting, management, and matching with traditional staffing firm pricing models.

Temporary staffing platforms may provide Employer of Record services (*see definition*), either themselves (handling statutory employment taxes and workers’ compensation as a traditional staffing firm would) or via a payrolling firm. Outside the US, these platforms frequently employ workers under relevant local temporary agency worker regulations.

Temporary-to-Permanent (Temp-to-Perm)

Transition of a temporary worker to permanent employment status. This may be on an ad hoc reactive basis where an employer finds that a temporary worker can fulfil a permanent job vacancy or a more formal employment service concept where a client company proactively plans to make a traditional hiring decision during or after a temporary help assignment.

The fee (Temp-to-Perm fee) for transitioning a temporary worker in this way would normally be charged at a discount to the staffing company’s standard permanent placement fee and normally related to the length of time the temporary has been assigned to the client. SIA counts fees from Temp-to-Perm conversions as a form of direct hire revenue. (Other terms used to describe this process are Conversion Fees, Temp-to-Direct, Temp-to-Hire, Try-before-Hire or Try-before-Buy.)

Temp-to-Perm fees may be banned or restricted by regulation in certain jurisdictions.

◆ Temporary Work Agency (TWA)

A Temporary Work Agency is the legal term used in European law to describe a Staffing Firm. European Directive 2008/104/EC of 19 November 2008 on temporary agency work defines a Temporary Work Agency as any natural or legal person who, in compliance with national law, concludes contracts of employment or employment relationships with temporary agency workers in order to assign them to user undertakings to work there temporarily under their supervision and direction. The Directive was implemented into the national laws of all EU member states.

See also *Staffing Firm*.

Temporary Worker

Refers to those in an employment situation where the working arrangement is limited to a certain period of time based on the needs of the employing organization and/or the preferences of the worker. Temporary workers work in many different industry sectors, across all skill levels and may work full-time or part-time. Temporary Workers may be hired directly by organizations and much seasonal work is characterised by this type of arrangement. Temporary Workers may also be sourced via an intermediary such as a Staffing Firm (*see definition*)

Temporary Workers may also be referred to as Temps, Temporary Help or Contractors (*see definitions*) Temporary Agency Workers in Europe, Intérim in French-speaking countries, Labour Hire Workers in Australia and Dispatch Workers in Japan and other parts of Asia (*see definitions*).

Other forms of Contingent Work (*see definition*) such as Freelancers and Independent Contractors (*see definitions*) are temporary in nature, but such workers would not normally be referred to as Temporary Workers.

Term (or Tenure) Limits

In many countries, temporary work is intended to be for a limited period of time or for specified reasons which are transitory. Some jurisdictions place legal restrictions on the maximum overall duration of a temporary agency assignment or limit the number of renewals of successive assignments. In some cases, the limits relate to the duration of fixed term or temporary contracts generally, but some are specific to Temporary Agency Workers. In many countries where there are restrictions, there are severe consequences for the staffing agency and the end user if these limits are breached.

In some countries, there are no restrictions on the length of a temporary assignment but laws relating to fixed term work or the perceived risk of potential liability for complying with the obligations of an employer, persuade contingent workforce buyers to impose a term limit on temporary work assignments. Term limits where there are no legal requirements can still be useful in forcing a review of the temporary assignment to see if the circumstances have changed.

Texting/Email Technology

Automated texting and email technology enables organizations to send Candidates text messages and emails in an automated fashion. Typically, these solutions integrate with a firm's applicant tracking system, and may be used to send notifications to applicants in the ATS based on different criteria. For example, a firm might set up a text message to go out to a certain population of candidates when a certain job requisition is posted.

Generally, the goal with such technology is twofold. First, the automation aspects of the technology can increase productivity and efficiency. Second, by sending messages in a format preferred by candidates, organizations can increase the chance the candidate will open and read the message, potentially increasing open rates, engagement, and ultimately, placements.

◆◆◆ Thirteen Month Pay

The payment of an additional month's salary as compensation for employees in the financial year. The tradition started in the Philippines in the 1970's to compensate workers for low minimum wage rates which had not kept pace with inflation. Other countries adopted the practice as a customary employment standard and a mandatory legal requirement in some. The payment is made in December in most countries and regarded as a "holiday" or "Christmas" bonus by many, though employers in other cultures will make the payment at their customary year end.

Countries where employers need to be aware of Thirteen Month Pay include (but is not limited to) Germany, France, Belgium, Switzerland, Japan, China, Hong Kong, Philippines, Singapore, India, UAE, Argentina, Brazil, Chile, Colombia and Uruguay. In some countries, Thirteen Month Pay may be tax-exempt or taxed at lower-than-normal rates.

A more limited group of countries will also offer Fourteen Month Pay such as Austria, Brazil, Greece and Japan.

Workers on Fixed-Term Contracts (*see definition*) may be entitled to Thirteen or Fourteen Month Pay after working past a legal qualifying period.

Tiered Staffing

A supply model more familiarly used within an MSP program (*see definition*) where staffing suppliers are tiered and given preferential treatment (i.e. first opportunity to fill a client request) before vacancies are distributed to other suppliers in lower tiers. Suppliers at the top of this hierarchy are often referred to as Tier 1 Suppliers or Primary Suppliers (*see definition*). The complexity of this model is best administered by the use of a Vendor Management System (*see definition*).

Time and Expense System

A system and method for collecting and recording time and expenses. Often used in project work, Time and Expense Systems can be stand-alone products or integrated within other applications, such as VMS or ERP software.

Within the tech stack used by Staffing Firms (*see definition*) to run their business, a Time and Expense module is more usually seen as part of the Middle Office (*see definition*) where timesheet and other work data are uploaded, processed and routed. Gross pay/bill rates are calculated within the Time and Expense module from input data/assignment and data is uploaded into the 'paybill' system within the Back Office (*see definition*)

Time and Materials

Time and Materials is a standard phrase in a contract in which the buyer agrees to pay the provider based upon the work performed by the provider's employees and subcontractors, and for any materials used in the performance of the Assignment (*see definition*). This is opposed to a fixed price contract in which the buyer agrees to pay the contractor a lump sum for fulfilment of the contract no matter what the contractor pays its employees, subcontractors and suppliers or the cost of materials used.

Time-to-Fill

A popular hiring metric that measures the amount of time an employer needs to fill a position or that a third-party supplier takes to fill a position. This metric can help organizations to plan hiring better and measure the efficiency of their staffing suppliers. Time-to-Fill is a closely watched ratio for Contingent Workforce managers (*see definition*) and among the most cited methods used to evaluate the service quality of Managed Service Providers (*see definition*). However, Contingent Workforce managers need to monitor the whole process as poor Time-to-Fill rates could be due to hiring/engagement managers taking too long to make decisions or failing to communicate timely feedback on potential candidates to suppliers.

Other useful program metrics could include bill rates per supplier, performance grading of assigned candidates, ratio of resume submittals to hires, order fill rates, percentage of workers removed from assignment early, performance grading of account management, ratio of interviews to hires and ratio of resume submittals to hires.

Time-to-Fill could be calculated differently in different circumstances such as commencing from when a hiring manager submits a job opening for approval, or when HR or Finance approves a job opening, or when the organization passes the vacancy to a third-party such as a Staffing Firm or Job Board (*see definitions*).

Time-to-Fill and Time-to-Hire are often used interchangeably but it is useful to separate the two metrics, as they can provide different insights. The difference between Time-to-Fill and Time-to-Hire is the point you start counting. You may start counting Time-to-Fill before a job is published but the Time-to-Hire timeline starts when your best candidate applies or gets sourced.

Total Cost of Ownership (TCO)

A business analysis that assesses cost to include direct cost (purchasing price) and indirect cost (related to the use of a service or product). In temporary staffing services, this is often used by employers to ask temporary staffing agencies for proposals to decrease the total cost of using temporary employees, besides the hourly bill rate. Options to reduce TCO are implementing specific Sourcing Models (*see definition*), close monitoring (e.g., consolidated reporting), or additional services like wage management.

Total Talent Acquisition

A model for Talent Acquisition, subsumed within the concept of Total Talent Management (*see definition*) 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 (*see definition*), 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.).

Alongside this comprehensive definition of TTA, there is a spectrum of solutions that are rather less than "total" and only partially meet the definition such as the acquisition of permanently hired workers and some types of contingent workers (i.e. temporary agency workers). Nevertheless, such approaches may be described as TTA by those supplying and using them.

TTA differs from Total Talent Management (TTM) in that it does not incorporate policies and practices for the ongoing management and motivation of workers. As such, TTA may be a precursor to the implementation of a full TTM program.

Total Talent Management (aka Total Workforce Management)

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 Workers (*see definition*), as well as non-human talent including robots, bots, software and automation.

Spurred by organizational bifurcation and 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. An employer that practices Total Talent Management (TTM) will consider various options such as hiring an employee, using a contingent worker, acquiring or hiring a robot, etc. And when thinking about "engaging" talent, an employer that practices TTM will design programs/approaches that engage ALL Talent, not just employee talent.

Alongside this comprehensive definition of TTM, there is a spectrum of solutions that are rather less than "total" and only partially meet the definition such as a program that includes permanently hired workers and some types of contingent workers (i.e., temporary agency workers). Nevertheless, such programs may be described as TTM by those supplying and using them.

While Total Talent Management is a term that tends to be used by hiring organizations, RPOs have begun using the term "Blended Workforce Management" to refer to the same concept but provided as an outsourced service by an RPO. Total Talent Management is Staffing Industry Analysts' preferred descriptor for this phenomenon/development. (*See also Contingent RPO, Blended Workforce*)

Traditional Employment or Traditional Work

Used to describe the model where workers are employed by an employer to work under their management on an indefinite basis and, therefore, not Contingent Work (*see definition*). In some circumstances, Traditional Employment may also be used to differentiate between Full-Time Work rather than Part-Time Work (*see definitions*). Traditional Employment is also referred to as Permanent Employment.

Traditional Staffing

A segment of temporary staffing that includes, but is not limited to, workers with the skills, knowledge and training required for occupations in light industrial, office/clerical and general labor categories. Sometimes referred to as "Commercial Staffing."

Training & Accreditation

A service segment of the Other Workforce Solutions Industry, there are many forms of work-related Training provided by third-party experts. Some may relate to a very particular job role such as electrical engineering, accounting or nursing, some provide education on broader skill sets such as sales techniques, public speaking/presenting, health and safety and leadership, while others help workers develop better skills on a particular software program.

Many staffing firms will provide training where it can improve the skills (and, therefore, the value) of a temporary worker and, in certain countries, such as France, such training is a legal obligation. Accreditation is formal, third-party recognition of competence to perform specific tasks.

Transactional Pricing

Pricing model that is based on a unit that can vary over time. For instance, in a staffing context, price per applicant or price per contractor.

◆ Transfer Fee

This is a legal term used in the UK Conduct of Employment Agencies and Employment Businesses Regulations 2003 (Conduct Regulations) to describe fees charged by Employment Businesses (i.e. temporary staffing agencies) when a hirer:

- a) offers permanent work to temporary workers (*See Temp-to-Perm*);
- b) requests temporary workers be supplied through a different employment business (*See Temp-to-Temp*); or
- c) introduces the temporary worker to a third party to be employed by that party

The Conduct Regulations (Regulation 10) stipulate that Transfer Fees set out in the contract between the employment business and their client will be unenforceable unless: (i) the contract also gives the hirer the option of hiring that worker from the employment business for an extended period of hire as an alternative to paying the transfer fee, and (ii) the engagement takes place within the 'relevant period'. The 'relevant period' is whichever of the following periods ends later: (a) 8 weeks starting from the day after the day on which the worker last worked for

the hirer having been supplied by the employment business; or (b) 14 weeks beginning from the first day⁷ on which the worker worked for the hirer having been supplied by the employment business.

Where the hirer has opted for an extended period of hire rather than paying the Transfer Fee, the employment business must supply the worker on terms no less favorable to the hirer than those who applied between the employment business and the hirer before it received notice that the hirer wished to opt for the extended hire period. The employment business must also supply that worker for the entirety of the extended period, unless the employment business is prevented from doing so due to circumstances outside its control. At the end of the extended period of hire, the temporary worker will transfer to the hirer without charge.

◆ **Transfer of Staff**

Refers to the transference of staff under outsourcing arrangements. Most countries have legislation in place which determines the obligations of the employer, the responsibilities of the outsourcing firm and the rights of workers. These principles are enshrined under EU law within the Acquired Rights Directive (2001/23/EC) and under UK law under the Transfer of Undertakings Protection of Employment (TUPE) legislation. (See also *Transfer of Undertakings Protection of Employment (TUPE)*)

◆ **Transfer of Undertakings Protection of Employment (TUPE)**

UK legislation based on the European Union Acquired Rights Directive (2001/23/EC) designed to protect the rights of employees on the transfer of a business or part of a business. Rights including continuity of service, conditions and terms of work are protected in a situation in which an undertaking or service provision — in part or whole — is transferred. This can be an issue when an existing contract for the provision of temporary workers is terminated and transferred to another supplier that does not wish to take on the existing staff.

Travel Nurse Staffing

See *Healthcare — Travel Nurse Staffing*

Try-before-Buy

See *Temporary-to-Permanent*

Try-before-Hire

See *Temporary-to-Permanent*

Umbrella Agreement

An Umbrella or Framework Agreement is a contract which is usually issued in a procurement process by a Client defining the general conditions under which all contingent workforce suppliers will be expected to supply services. For the respective deliverables of the supplier specific additional conditions might apply and these will usually be contained in a separate Service Level Agreement.

◆ **Umbrella Company**

Prevalent in the UK and the Netherlands, an Umbrella Company acts as an employer to Contingent Workers, in exchange for a fee paid by the workers, who are free to find their own work, usually through one or more staffing agencies. The Umbrella Company invoices the staffing firm for the services of the workers and handles all administrative, taxation, payrolling and legal issues pertaining to employing the workers. The Umbrella Company does not undertake any work-finding services, nor does it source workers for the End User or the Staffing Firm (see *definitions*). See also *Umbrella Services*

◆ **Umbrella Services**

In the UK, businesses providing contractor payrolling are known as Umbrella Companies (see *definition*) where the company acts as the employer to Contingent Workers (see *definition*), in exchange for a fee paid by the workers, who are free to find their own work, usually through one or more Staffing Agencies (see *definition*). Umbrella Services include all administrative, taxation, payrolling and legal issues pertaining to the workers' employment with the client. The client is responsible for supervising and directing the work and the Staffing Agency acts as a contract intermediary between the Umbrella Company and the client. Umbrella Services may include the establishment and administration of Personal Service Companies (see *definition*) for Independent Contractors as well as Independent Contractor Compliance Services (see *definitions*).

Unconscious Bias

Unconscious Biases are social stereotypes about certain groups of people that individuals form outside their own conscious awareness. Everyone holds unconscious beliefs about various social and identity groups, and these biases stem from the brain's tendency to organize social worlds by categorizing. Unconscious Bias is far more prevalent than conscious prejudice and often incompatible with one's conscious values.

There is increasing awareness of Unconscious Bias within organizations and the growth of training programs designed to eliminate such bias in the workplace. This heightened awareness extends to the sourcing of new

employees and the hiring of contingent labor with a number of intermediaries developing solutions to help eliminate Unconscious Bias such as Blind Recruitment (*see definition*).

◆ **Variable Time Programs**

Time/income trade-offs that enable Full-Time employees to reduce work hours for a specified period of time with a corresponding reduction in pay.

Vendor-Funded Model

A funding model where VMS providers (*see definition*) do not charge the client a software licensing or transaction fee. Instead, the technology is funded through a participation fee paid by staffing vendors who pay a percentage of spend for the labor they provide through the VMS.

Proponents of the Vendor Funded Model argue that staffing agencies benefit from greater efficiency administrative cost savings, faster payment, transparency and access to data though the cost may inhibit some staffing firms from participating. The Vendor Funded Model contrasts to the Supplier Funded Model (*see definition*) where the client takes responsibility for funding the VMS.

Vendor List

In a staffing context, a Vendor List is a list of approved vendors that an organization can consider using to fill its staffing needs. Organizations typically manage their approved vendor list as a way to control rogue spending with suppliers that have not negotiated a favorable contract with the company.

Vendor Management/Supplier Management

A comprehensive approach to managing an enterprise's interactions with the organizations that supply the goods and services it uses. Vendor management includes both business practices and software (e.g. VMS) and attempts to streamline and make more effective the processes between an enterprise and its vendors.

Vendor Management System (VMS)

A service segment of the Talent Acquisition Technology Industry. A VMS is an Internet-enabled application that acts as a mechanism for business to manage and procure staffing services through third party staffing suppliers (temporary help as well as, in some cases, permanent placement services) as well as outside contract or contingent labor.

Typical features of a VMS include supplier management, order distribution, consolidated billing, risk mitigation, headcount tracking and significant enhancements in reporting capability over manual systems and processes.

VMS systems now often include the management of Statement of Work (SOW) consultants and outsourced services within their scope of coverage. Because of this broader scope of services, a number of VMS vendors have adopted the term Extended Workforce System or Extended Workforce Platform (*see definitions*) to describe their services.

Vendor Neutral

A term used to describe a model in which a managed services or VMS technology handles its tasks (e.g. order distribution or candidate selection) based on client-defined policies that mandate that all (or a pre-defined set of) staffing suppliers be (a) given an equal opportunity to fill each order, and/or (b) selected for each order based on the same criteria.

Under a vendor-neutral model, a managed services or VMS provider could not, on its own accord, push orders to itself or any other staffing vendor. The presumed advantage of a vendor-neutral model is that the best supplier with the best candidate will fill each position. The term is sometimes used in a stricter form to refer to an independent managed service provider that is completely autonomous, or semi-autonomous, from the staffing suppliers. A common alternative model is a combined MSP/master supplier approach. Here the master supplier also acts as the MSP, and, with the full support and knowledge of the client, pushes a disproportionate share of orders to itself. Orders it cannot fill itself are sent to other staffing suppliers. The presumed advantage of this approach is volume pricing discounts for the client, and potentially a supplier that gets to know the client's needs more intimately.

Vendor on Premises (VOP)

On-site coordination of a customer's Temporary Help services (*see definition*) through an exclusive, long-term general contractor relationship with a Temporary Help company. The designated Vendor on Premise may enter into subcontracting relationships with other Temporary Help suppliers, or such relationships may be specified by the customer.

Vendor Tiering

Model in which vendors are invited to fill positions in a well-defined order and often with time triggers. For example, a temporary vacancy will go to Tier 1 vendors first, and then to Tier 2 vendors if not filled within a certain time period. See also *Tiered Staffing and Structured Tiers*.

Virtual Assistant

A Virtual Assistant is a worker who provides various services to entrepreneurs, small businesses or larger businesses from a remote (and often offshore) location. Virtual Assistants can be hired directly or, more typically, via a Virtual Assistant Firm (*see definition*). The core services offered include those general administrative duties that might typically be performed by a personal assistant, however, this narrow definition does not do justice to the wide variety of workers that most Virtual Assistant Firms can provide. In addition to general administrative services, most Virtual Assistant Firms now provide assistants with expertise in a much wider portfolio of skills and covering most activities that might be performed on a remote basis ranging from bookkeeping to recruiting to website maintenance/design.

A key characteristic of the Virtual Assistant model is that the client will have a direct relationship with a named Virtual Assistant.

Within SIA's Workforce Solutions Ecosystem, Virtual Assistants is a sub-category of the Business Process Outsourcing (BPO) market (*see definition*). It is, however, a less visible part of the market compared to the large-scale Enterprise BPO solutions.

Virtual Assistant Firm (VA Firm)

Virtual Assistant Firms have been operating under the shadow of higher-profile outsourced models. However, the market is well-established with many vendors globally (and a large cohort of sole traders).

A key point of difference among VA firms is that some act as a matching service for assistants working out of their homes while others provide a managed service with Virtual Assistant's working in offshore company offices supported by local engagement managers who are tasked with constantly optimizing the service.

The more sophisticated and highly developed VA firms will offer a managed service where Virtual Assistants are supervised locally with the quality of work checked and with regular training and development offered. This contrasts to a self-serve model which is more akin to a platform that simply facilitates the introduction of a client to a Virtual Assistant and does not provide ongoing support throughout the engagement.

Some VA Firms provide Virtual Assistants in offshore markets to take advantage of lower labor costs, such as India and the Philippines, while others provide them within the local market. (See also *Virtual Assistant*)

◆ W-2 Employees

Form W-2 is an Internal Revenue Service tax form used in the United States to report wages paid to employees and the taxes withheld from them; a W-2 employee is what is normally thought of as a typical, salaried employee in contrast to 1099 Workers who are Freelancers, or Independent Contractors (*see definitions*).

Temporary Workers supplied through Staffing Firms (*see definitions*) are classified as W-2 Employees in contrast to other categories of Contingent Work (*see definition*).

White Labelling

In the provision of staffing services, White Labelling is a method by which the Staffing Firm or Managed Service Provider (*see definitions*) markets the position under the client's brand rather than its own.

Wind Down Fees

Fees that apply to the transition out of a service as the service is then taken in-house or transitioned to another supplier. Wind Down Fees are fairly common in outsourcing arrangements.

◆ Witkey or 威客

The term used in China to describe a Web-based system whereby users can purchase or exchange services and information or simply share useful knowledge and experience. These platforms, with colorful names and lively, somewhat informal website home pages, act as bustling electronic marketplaces in which people and businesses can sell and buy services (typically labor services provided by a person to a business or to another person). Services can range from business professional services (like software development, accounting, marketing) to more personal services (like cleaning, home care, etc.). Many of the services can be performed and paid for online, but there is no doubt that many of the services are delivered locally, on premise.

Witkeys seem similar enough to Talent Platforms (*see definition*) in other parts of the world to include them in this category. However, the population of Talent Platforms outside of China tend to be clearly divided — at least to date — into those that support business services and professional skills categories (Elance-oDesk, freelancer.com, etc.) and those that cater to consumer services and lower-skilled workers (TaskRabbit, Thumbtack, etc.). The Chinese version of Talent Platforms, Witkeys, seem to cater to both of these segments.

◆ **Women and Minority Business Enterprise (WMBE)**

A term used in the US to describe suppliers that meet government criteria to qualify them as being women- or minority-owned. (See also *Diversity Supplier*).

Work Order

In a staffing context, Work Order refers to a request from an organization for a specific type of service to be provided by one or more Temporary Employees (*see definition*) for a specific period of time.

Work Services Platform

An online platform model that enables the delivery of certain specialized services (customer service, translation, writing, taxi-rides, etc.) performed by a group of online workers that are organized/managed by the platform provider. The client is purchasing “an outcome” (as a service output, not a labor relationship).

Online Work Services has experienced explosive growth in recent years, primarily driven by the meteoric rise of mobile-phone enabled “localized” consumer service platforms. The main services offered by such platforms are ridesharing, food/other delivery, and cleaning/household services. Uber, the largest human cloud firm by revenue, had more than six times as much spend running through its platform as all B2B human cloud providers combined in 2019. Uber’s success has led to a myriad of imitators applying its business model to other consumer services, with varying degrees of success.

Work Sharing

The situation in which two or more workers may “share” one full-time position at a company, often for the purpose of schedule flexibility. The workers often stagger their schedule in order to meet outside personal commitments such as family responsibilities. In other cases, an employer, in lieu of a layoff, may combine two jobs into one and retain both workers, each working a reduced schedule.

Worker

In general terms, a Worker is a person who carries out work or provides personal services to another person in return for payment of a wage.

In different jurisdictions, the word may have other implications. For example, UK law defines a Worker as an individual who undertakes to do or perform personally any work or service for another party, whether under a contract of employment or any other contract. It does not matter if the contract is express or implied, verbal or in writing, provided the individual undertakes to perform the work or services personally, for an end-user who is not a client or customer. The legal definition includes employees but excludes those who are self-employed. Agency workers and short-term casual workers are likely to be workers, unless they are found to be self-employed.

In UK law, workers are entitled to some statutory rights, including those in relation to the national minimum wage, working hours and annual leave, but do not benefit from all the statutory rights that employees benefit from, such as unfair dismissal and redundancy rights. Workers are therefore an additional category of employment status between employee and self-employed. Only a few other jurisdictions have this third category including Spain and Ontario, Canada.

US labor law has only two categories ‘Employee’ and self-employed Independent Contractor (*see definitions*).

◆ **Worker Dispatch Law**

The law that governs the supply of Temporary Workers (*see definition*), known as Dispatch Workers in Japan. Amended in 2015, it lifted restrictions for some industry sectors but imposed a three-year maximum limit on the assignment of individual workers to the same client.

Worker Tracking

A system used to keep track of time-card and office location information of employees and Contingent Workers (*see definition*). These systems may help managers to locate workers and keep track of working hours. (See also Identity Management).

Workers’ Compensation

Workers’ Compensation is a type of business insurance that provides benefits to employees who suffer work-related injuries or illnesses. Specifically, this insurance helps pay for medical care, wages from lost work time and more. Workers’ Compensation premiums are calculated according to risk factors such as the type of work performed by employees and the claims record of the business. In the US and Germany, it is an exclusive remedy for employees who may not sue their employer in addition to receiving benefits under the Workers’ Compensation policy. (See also *Employers’ Liability Insurance*).

Workforce Analytics

Many Talent Acquisition Technology vendors offer their own analytics solutions as part of their overall service (e.g. ATS and VMS providers or talent platforms), which is unsurprising given the amount of data these technology solutions generate. There are also vendors that offer standalone talent acquisition related analytics to organizations providing benchmarking for pay and bill rates across job titles, years of experience, and location for both contingent and non-contingent workers. Other Workforce Analytics providers can create oversight of talent pipeline quality, identify hidden talent and employees at risk of leaving, and metrics to optimize the hiring process.

Workforce Analytics are becoming increasingly sophisticated and useful as vendors harness artificial intelligence to analyze structured and unstructured data.

Workforce Services Procurement

See *Services Procurement*

Workforce Mix Optimization

The practice of using the right percentage of each workforce category (employees or contingent workers) to accomplish corporate objectives as profitably, effectively and safely as possible.

Workforce Planning

See *Strategic Workforce Planning*

Workforce Solutions

Workforce Solutions are third-party products and services relating to the sourcing, engagement and development of employed and non-employed (including contingent) workers. Workforce Solutions within SIA's Workforce Solutions Ecosystem (*see definition*) include the Staffing Industry and five other important segments; Talent Acquisition Technology, Process Outsourcing, Payrolling/Compliance, Contracting/Consulting, and Other Workforce Solutions (*see definitions*).

Workforce Solutions Ecosystem

The Workforce Solutions Ecosystem highlights interconnected components of the Staffing Industry and other types of Workforce Solutions. It comprises six primary segments all of which are further defined in this Lexicon: Staffing, Process Outsourcing, Payrolling/Compliance, Contracting/Consulting, Talent Acquisition Technology, and Other Workforce Solutions. Businesses in this Ecosystem operate in a broad and complex network of related and unrelated products and services which interact and compete with each other. SIA have placed the Staffing Industry at the core of this Ecosystem, though, of course, we realize that this will appear to be a somewhat biased perspective if the center of your particular universe lies elsewhere. The Workforce Solutions Ecosystem provides a good representation of the market as it exists today but is monitored and updated annually to capture changes caused by the rapid evolution of technology and globalization.

◆ **Working Time Regulations (WTR)**

UK legislation that regulates the time workers can be required to work and the rests and breaks to which they are entitled. The WTR implement the European Directive on Working Time 2003/88/EC which set minimum standards for working time across the 27 member states. The WTR also applies to Temporary Agency Workers (*see definition*).

◆ **Works Council**

The term Works Council applies to any body that represents the interests of employees, which an employer must inform and consult with on issues affecting their organisation. Works Councils exist with different names in a variety of related forms in a number of European countries. In 1994, the European Union passed a Directive (94/45/EC) on the establishment of a European Works Council (EWC) or similar procedure for the purposes of informing and consulting employees in companies with at least 1,000 employees within the European Union and at least 150 employees in each of at least two Member States. The Agency Workers Directive (*see definition*) includes the requirement that Agency Workers should be included in employee headcount for this purpose. In some markets, Temporary Agency Workers may be represented on Works Councils (sometimes after a qualifying period).

Zelfstandige Zonder Personeel or ZZP

- ◆ Freelancers in the Netherlands are often referred to as ZZP'ers (Zelfstandige Zonder Personeel which translates as "independent with no staff"). They are self-employed entrepreneurs and work at their own expense. Most ZZP'ers have a sole proprietorship (eenmanszaak) or a private limited company (besloten vennootschap).

Zero Hours Contract

A labor contract describing the conditions of work but without any guarantee of work. Employees issued with this type of contract are typically obliged to accept any work that is offered to them and make themselves available for work. This type of employment contract is controversial and has been legally prohibited in New Zealand. UK employers are prohibited from offering Zero-Hour Contracts that prevent employees from also working for a different employer at the same time while failing to guarantee a minimum amount of work.

Acronyms and Initialisms

The following is a list of useful acronyms and initialisms used in relation to work. For a more detailed explanation, please refer to the corresponding term in the Lexicon.

APF	Applicant Paid Fee
ASL	Approved Supplier List
ASO	Administrative Services Organization
ATS	Applicant Tracking System
AÜG	Arbeitnehmerüberlassungsgesetz (law regulating the provision of temporary work)
AWD	Agency Workers' Directive
AWR	Agency Workers Regulation
BPO	Business Process Outsourcing
CCWP	Certified Contingent Workforce Professional
CDD	Contrat à Durée Déterminée (fixed term temporary employment contract)
CDI	Contrat à Durée Indéterminée (permanent employment contract)
CEI	Certificate of Employment Intermediaries
CL	Comprehensive Licence
CLA	Collective Labor Agreement
CLB	Collective Bargaining Agreement
CTT	Contrat de Travail Temporaire (contract for the supply of a temporary worker)
CWM	Contingent Workforce Management
DE&I	Diversity, Equality and Inclusion
D&I	Diversity & Inclusion
DBA	Deregulering Beoordeling Arbeidsrelaties
DBS	Disclosure and Barring Service
ELI	Employer's Liability Insurance
EOR	Employer of Record
EPF	Employer Paid Fee
ERP	Enterprise Resource Planning
EVP	Employer Value Proposition
FESCO	Foreign Enterprise Service Company
FICA	Federal Insurance Contributions Act
FLSA	The Fair Labor Standards Act
FMS	Freelancer Management System
FTE	Full-Time Equivalent
GSV	Gross Services Volume
HCSM	Human Capital Supply-Chain Management
HRIS	Human Resource Information System
HRMS	Human Resource Management System
HRO	Human Resource Outsourcing
IC	Independent Contractor

ICEC	Independent Contractor Evaluation and Compliance
ICM	Independent Contractor Management
ILO	International Labour Organization
IRS	Inland Revenue Service
ISCO	International Standard Classification of Occupations
ISIC	International Standard Industrial Classification
ISMS	Intelligent Sourcing Management System
IT	Information Technology
KPI	Key Performance Indicator
LGBTI	Lesbian, Gay, Bisexual, Transgender, and Intersex
LGBTQ	Lesbian, Gay, Bisexual, Transgender and Queer or Questioning
LIMOSA	Landenoverschrijdend Informatiesysteem Migratie Onderzoek Sociaal Administratief
MDS	Managed Direct Sourcing
MSA	Master Service Agreement
MSP	Managed Service Provider
NACE	Nomenclature Générale des Activités Economiques
NAICS	North American Industry Classification System
ND	Neurodivergent
NDR	Net Disposable Revenue
NFI	Net Fee Income
NIC	National Insurance Contribution
ONS	Office for National Statistics
ORS	Offshore Recruitment Services
PEO	Professional Employer Organization
PMF	Project Management Fee
PMO	Project (or Program) Management Office
PPACA	The Patient Protection and Affordable Care Act
PrEA	Private Employment Agency
PSC	Personal Service Company
PSL	Preferred Supplier List
QBR	Quarterly Business Review
RFI	Request for Information
RFP	Request for Proposal
RFQ	Request for Quotation
RFS	Request for Solution
RFx	Common acronym capturing all references to RFI, RFP, RFQ, RFS (<i>see above</i>)
RMS	Recruitment Management System
RPA	Recruitment Process Automation
RPO	Recruitment Process Outsourcing
SL	Select Licence

SLA	Service Level Agreement
SOC	Standard Occupational Classification
SOW	Statement of Work
SPaaS	Staffing Platform as a Service
SPAP	Sourcing Process Automation Platform
SSC	Shared Services Center
STAR	Situation, Task, Action, Result
STARR	Situation, Task, Action, Result, Reflection
SUTA	State Unemployment Tax Act
TAW	Temporary Agency Work
TCO	Total Cost of Ownership
TMS	Talent Management System
TUPE	Transfer of Undertakings (Protection of Employment) Regulations 2006
TWA	Temporary Work Agency
USCIS	The United States Citizenship and Immigration Services
VA	Virtual Assistant
VMS	Vendor Management System
WEC	World Employment Confederation
WTR	Working Time Regulations
WMBE	Women and Minority Business Enterprise
ZZP	Zelfstandige Zonder Personeel

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For more information, contact memberservices@staffingindustry.com

North America

1975 W. El Camino Real, Suite 304
Mountain View, CA 94040

Europe

11 Ironmonger Lane
London EC2V 8EY