

Making it work: Best Practices for Expanding Your Contingent Workforce Program Internationally

Speakers:

Liz Harper, Senior Associate, Brightfield Strategies

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Moderator:

Bryan Pena, VP of CW Strategy & Research, Staffing Industry Analysts

Sponsored by:



April 18, 2013
10 am PT

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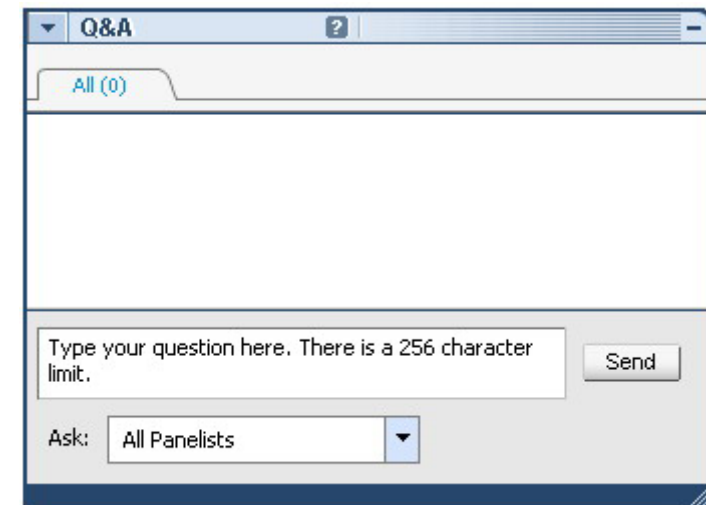
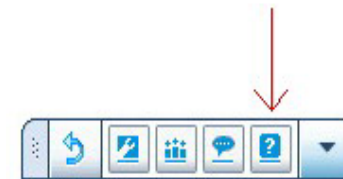


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About Staffing Industry Analysts

Staffing Industry Analysts is the global advisor on contingent work

- **Over 700 firms benefit from our international research services**
 - 19 of the world's 25 largest staffing firms are members
 - More than 60 buyers of contingent labor are members of our CWS Council, representing over \$100 billion in annual contingent workforce spend
 - Customers in more than 25 countries
- **Founded in 1989**
 - Acquired by Crain Communications (\$200M media conglomerate) in 2008
 - Headquartered in Mountain View, California and London, England
 - 80+ years of industry and advisory service experience among executive team

CONFERENCES



RESEARCH



ADVISORY



Thought Leadership Series

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SAVE THE DATE!

Contingent Workforce Strategies Summit

May 15-16, 2013

Andel's Hotel | Berlin, Germany

www.cwssummitwe.eu



Fairmont Millennium Park | Chicago, IL



September 10, 2013



September 11-12, 2013



September 10-12, 2013

CWS Council Members (partial list)



Take the class.
Pass the test.
Get Certified.



Where:

Hyatt Regency Washington on Capitol Hill,
Washington DC

When: June 6-7th, 2013





**Liz Harper, Senior
Associate,
Brightfield Strategies**



**Arjun Dutt,
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Manager,
Fieldglass**

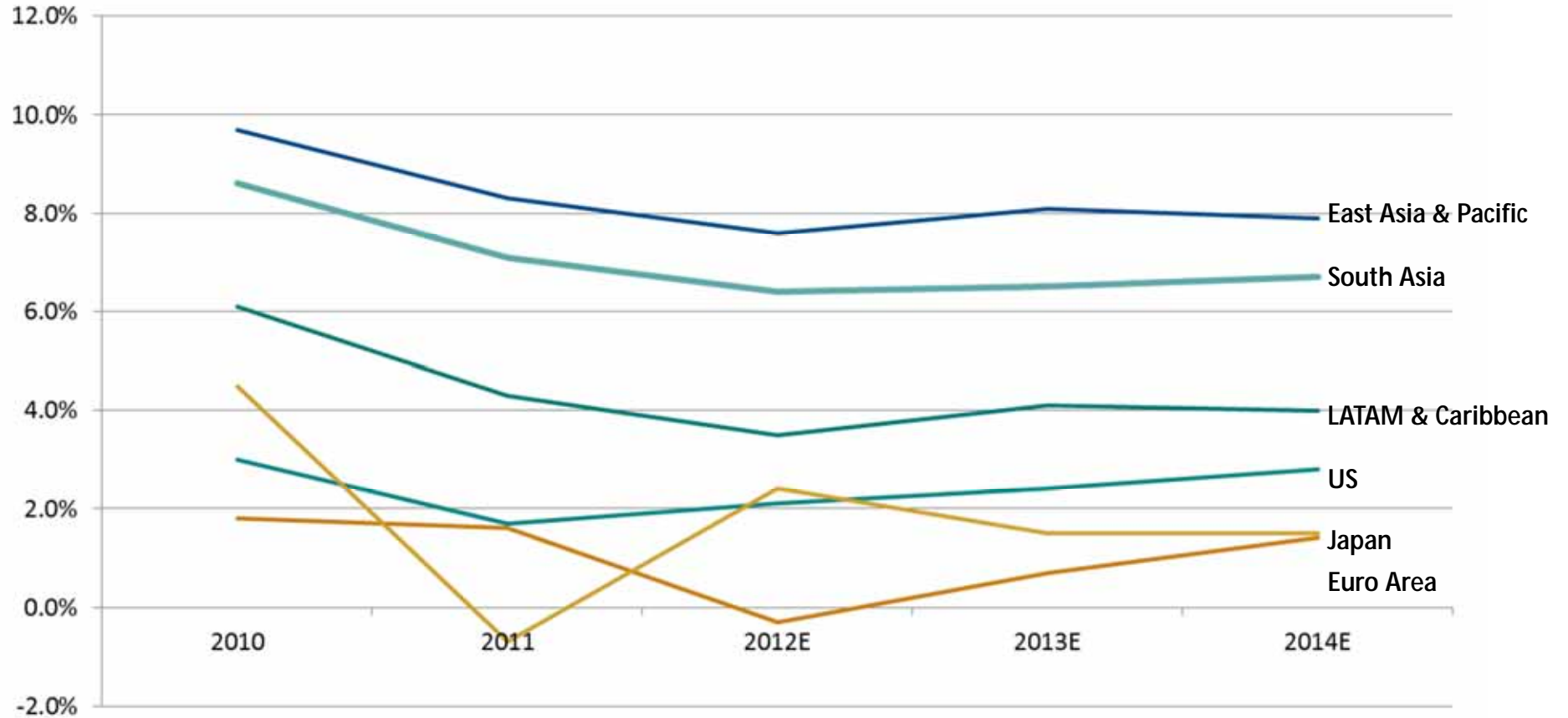


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VP of CW Strategy & Research,
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Global ?



GDP Growth Forecasts 2010-2014





Buyers' plans for 2012: Global and strategic integration, IC compliance			
Industry	Global Integration	Strategic Planning	IC Compliance
Pharma/biotech/med	41%	27%	36%
Tech/telecom	36%	51%	44%
Energy/chemical	33%	44%	16%
Manufacturing	26%	13%	32%
Finance/insurance	23%	43%	28%
Number of employees			
1,000-9,999	10%	31%	33%
10,000-14,999	27%	53%	47%
15,000-29,999	38%	47%	29%
30,000-99,999	31%	32%	31%
100,000 or more	53%	37%	28%
Primary skill purchased			
Engineering/design	36%	43%	36%
Information technology	27%	46%	33%
Office/clerical	27%	-	64%
Industrial/logistics/transport	22%	19%	26%
All buyers	27%	37%	32%

Business Case

Have the program goals been identified and measures of success defined? Is this aligned to the company strategy?	Who is responsible for delivery of the business case and gaining leadership buy-in?	Is there a standard format within your organization for presenting a comparable global business case of this size, scope?	What categories of labour/services are in scope and out of scope? Why?	Has your desired program been benchmarked against other global internal programs of similar composition, size and scope?	Has the effort required to implement the project (e.g., size, geographic scope, cost) been determined and quantified domestically and internationally?	Does the business case address the impact on the internal business units (IT, Security, HR, Procurement, etc.)?
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Change Management Initiatives

What is the level of experience of the organization with comparable complex global implementations? (and in what categories?)	What is the level of leadership, support (buy-in) and in what operational areas for this initiative?	Does your company culture engage new initiatives on a voluntary or mandated participation?	Has the level of estimated Change Management been assessed? Has an internal Change Management team been engaged?	Is there a strategy to address each global location?	Is there a communication strategy for the executive sponsors, key stakeholders and end-users?
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Current State & Landscape

How well do you understand your current and projected global supply and demand of Talent/labour?	How accurately can you report and forecast spend by category and geography?	How well are processes documented for contingent labor acquisition and utilization for each labor market globally?	What data is currently utilized and what would you like to have to more effectively manage your contingent labor needs?	Has a resource strategy been established for ongoing governance, implementation and operational phases?
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Compliance & Governance

Have you identified the breadth of subject matter experts needed (Legal, HR, AP, etc.) and their availability?	How does your company ensure compliance to new programs?	Do you have the means to understand the complexity of the global employment laws and cultural norms that will impact solution design and delivery?	Do you have different internal processes for the purchases of software and services? Have you determined if you are buying one or both?
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Best Practices for Expanding Your CW Programme Internationally



- Define what “Global/International” means to your company
- Scope the expansion
- Understand the Talent Supply implications/restrictions for your Programme
- Be sure to understand the strategy of your Program Programme Partners



Corporate vs Regional vs Country

Quality

Of program perception, of job title taxonomy, of tools, of supplier resources & structure, of relationships, of data

Efficiency

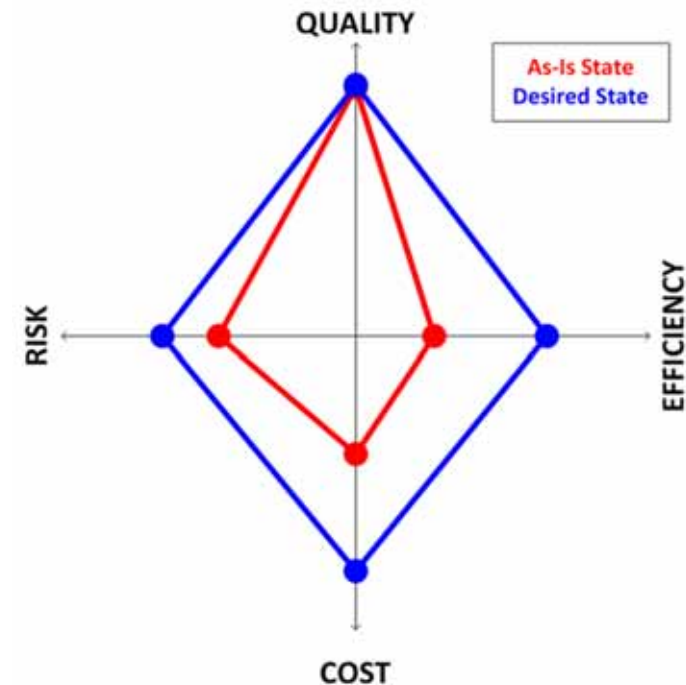
Of processes, of reporting, of data

Cost

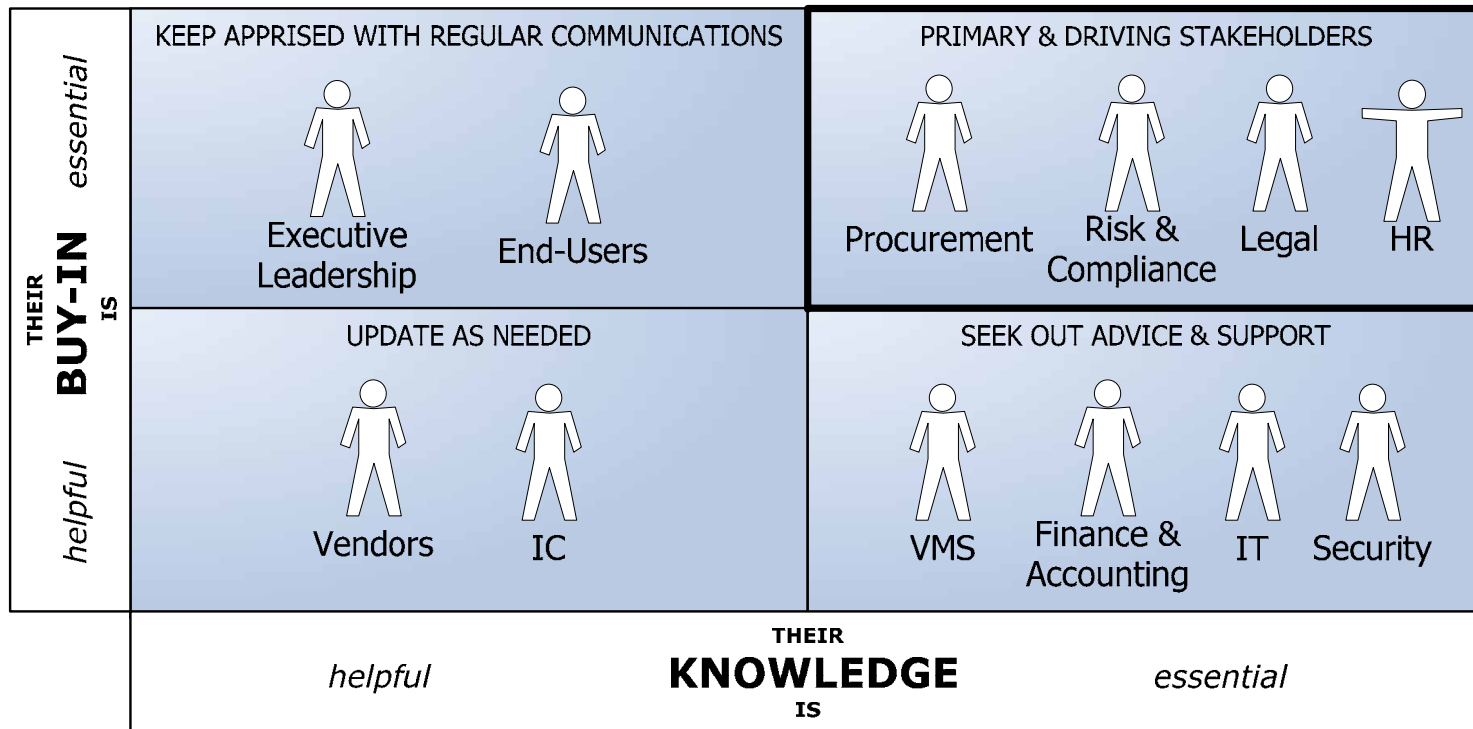
Of workers, by supplier, job title, and location

Risk

Of contract inadequacies, of misclassification, of supply chain deficiencies



Programme Governance



- Stakeholder Team Structuring: Ownership, Governance, & Communications
- Stakeholder Discovery & Alignment
- Set Mission & Vision, Goals & Objectives and Other Relative Priorities

Understand the impact of Legislation

For example -- Key EMEA Directives impacting CWs



Data Protection Directive

- “Suppliers are to ensure that the placed personnel give their consent to the processing of personal data by the client in accordance with the law in the country of supply, that may be considered necessary in connection with the assignment. Clients are deemed to be the data controller with respect to information.”
- Germany has one of the strongest policies



Health and Safety Directive

- Directive sets out general principles for protection of workers' Occupational safety and health.
- The effect of this legislation imposes the following responsibility on suppliers and users of temporary labour:
 - To ensure assigned workers operate in a safe environment and in accordance with a safe system of work.
 - Users of contract labor are to provide their suppliers with details of any specific health and safety risks in relation to the assignment, together with details of any steps taken to prevent or control such risks.

Understand the impact of Legislation

For example -- Key EMEA Directives impacting CWs



Temporary & Agency Workers Directive (AWD)

- This directive seeks to guarantee those working through employment agencies equal pay and conditions to those employees in the same business that do the same work.
- The core of the directive is equal rights on "basic working and employment conditions".
- The Directive allows a derogation i.e. qualifying period as long as an adequate level of protection is provided in the period.



Fixed Term Worker Directive

- Directive sets out to prevent employers from treating fixed-term workers less favorably than permanent workers unless different treatment can be justified on objective grounds.
- EU Member States are required to specify one or more of the following criteria:
 - the objective reasons that would justify the renewal of fixed-term contracts or relationships;
 - the maximum total duration of successive fixed-term employment contracts and relationships;
 - the permitted number of renewals

Corporate and National Cultures

No one type fits all for deployment of your Programme



Person

Egalitarian

Fulfillment-oriented Culture
Sweden

USA
Project-oriented Culture
Canada
UK

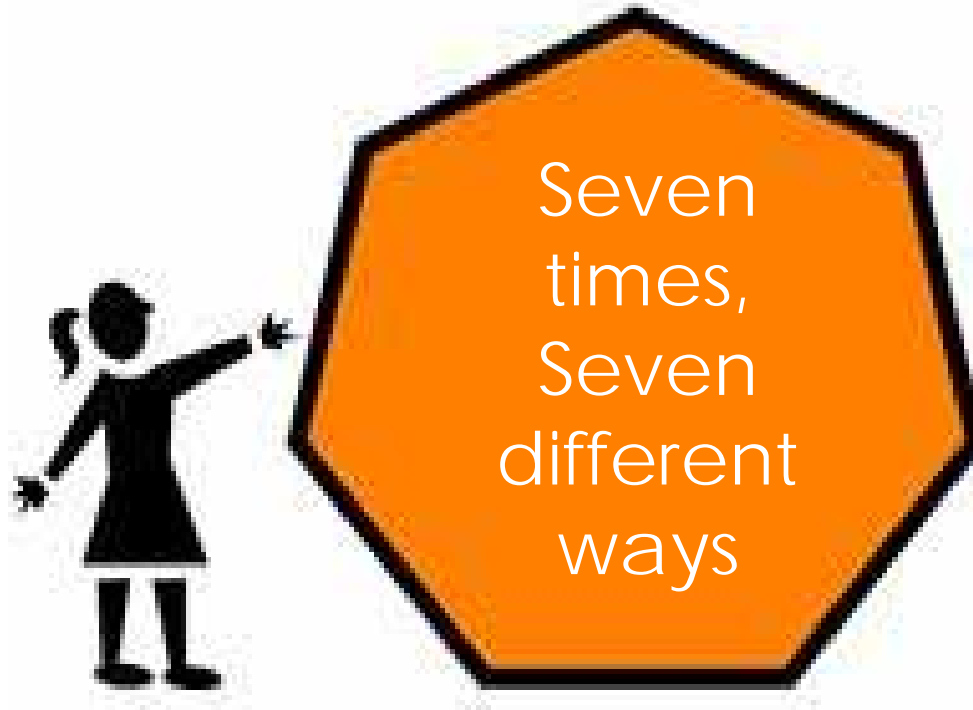
Task

France
Belgium
Power-oriented Culture
India
Spain
Japan

Denmark
Netherlands
Role-oriented Culture
Germany

Hierarchical

Change and Communication Highlights



- Initial analysis of Degree of Impact so as not to “under-estimate” degree of Change but even then some elements may surprise you.
- By assigning a percentage score you’re then able to prioritise areas where the impact will be greatest i.e. needing more resources and or focus.

	Low	Medium	High
Scope of Change	No or Low (e.g. 25%)	Some (e.g. 26-50%)	Yes (e.g. 50%+)
Degree of Change			
Impacts of Change			
Training Required			
Others.....			

Programme Implementation Impact

Again the Low, Medium, High categories are used but in this Impact analysis the categories are more specifically focused so as to better identify roadblocks during Implementations

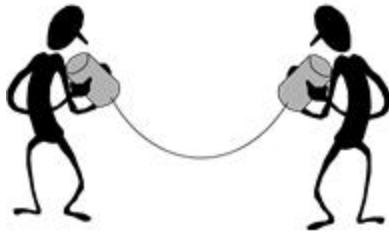
	Low	Medium	High
Language	Overall audience writes fluent English	Only part of the audience writes fluent English	Majority of audience does not write fluent English
Legal Requirements			
Infrastructure			
Training			
Culture			
Communications			
Logistics			
Others			

Role	Who
Responsible	Insert name
Approve	Insert name
Support	Insert name
Consult	Insert name
Inform	Insert name

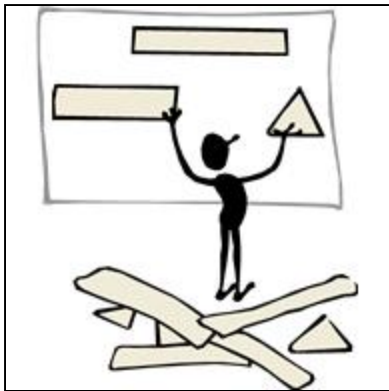
Enable positive Water Cooler dialogue:

- Personal:
 - We don't know everything that's going to happen
 - Things will be completely certain by
 - Based on current information, this is what we expect
 - What is the change about and why are we doing it?

- Corporate:
 - Why is this change important
 - What are the opportunities if we implement the change?
 - What are the threats if we do not implement the change?
 - What data supports the threats and opportunities?
 - Who has demonstrated success with a similar change?
 - What will success of this change look and feel like?
 - What is needed from stakeholders to make this change effective?



- Communication Plan



- Change Management Plan






We're not all the same, thankfully!!





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Customers Implementing in the Same Country

Functionality to Leverage	Customer A	Customer B
 How to Pay Resources (weekly, monthly, etc.)	Bi-Weekly	Weekly
 Tenure Thresholds	Yes	No
 Taxes	Yes	Yes
 Printable Invoicing	No	Yes
 Legal Document Repository	Yes	No

Where Should My Focus Be?

How to jump into new countries

- These items are difficult and teams have little knowledge, yet they should be the key areas of focus for the project.

- Tax/Payment

- Request a copy of an invoice
- Get explanation of all fields

- HR/Compliance

- Tenure
- Legal requirements

Easy Project Items: Limited Focus Needed

- These are the same when going into a new country versus new business area, and should follow a normal project process.
- Process
 - Job titles
 - Approvals
- Structure
 - Business units
 - Cost centers/objects





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Date	Topic
<i>Thursday, January 17, 2013</i>	The Future is Now- Where is Contingent Workforce Management Headed? ARCHIVED
<i>Wednesday, January 23, 2013</i>	Introduction to the Contingent Workforce in Asia ARCHIVED
<i>Wednesday, February 20, 2013</i>	SOW - a global trend? ARCHIVED
<i>Thursday, February 21, 2013</i>	Creative Management Strategies for the Contingent Workforce ARCHIVED
<i>Wednesday, March 20, 2013</i>	Understanding Contingent Workforce Risk and Developing a Global Risk Assessment Framework ARCHIVED
<i>Thursday, March 21, 2013</i>	Making It Work: Succeeding with HR and Your Contingent Workforce ARCHIVED
<i>Wednesday, April 17, 2013</i>	Introduction to the Contingent Workforce in the Middle East ARCHIVED
<i>Thursday, April 18, 2013</i>	Best Practices for Expanding Your CW Program Internationally
<i>Thursday, June 13, 2013</i>	Establishing Program Metrics and KPI's to Drive Program Performance
<i>Wednesday, June 19, 2013</i>	International Legislative Review
<i>Thursday, July 18, 2013</i>	The PPACA and How It Will Affect Your CW Program
<i>Wednesday, July 24, 2013</i>	Introduction to the Contingent Workforce in South America
<i>Thursday, August 22, 2013</i>	Incorporating Statement of Work (SOW) Consultants Into Your Program
<i>Wednesday, September 25, 2013</i>	Exempt and Non-exempt Contingent Workers and Why You Should Care
<i>Thursday, October 17, 2013</i>	Term Limits and Other Contingent Workforce Risks
<i>Wednesday, October 23, 2013</i>	French Contingent Programme Showcase
<i>Wednesday, November 13, 2013</i>	Forecasts for 2014
<i>Thursday, December 05, 2013</i>	VMS/MSP Landscape - A Comprehensive Review of 2013
<i>Wednesday, December 11, 2013</i>	Introduction to the Contingent Workforce in Africa

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