

Total Talent Management: A New Workforce Phenomenon

Speaker:

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3 June 2015

3pm GMT/ 4pm CET

7am PST/ 10am EST

Understanding Terminology



Free to download from www.staffingindustry.com

Some Definitions

- **TALENT:** The expertise, skill, experience, knowledge, hard work, capability, etc. that can be applied to do a certain task, project, or job
- **TOTAL TALENT:** The FULL RANGE of talent:
 - Humans: employees and non employees - independent contractors, temporaries, part-time workers, seasonal workers, offshore workers, consultants, professional services, outsourced services, freelancers, crowdsourced workers, etc.
 - NON-Humans: Artificial Intelligence, robots, bots, software, automation in manufacturing plants, etc.
- **TOTAL TALENT ACQUISITION:** Talent Acquisition of TOTAL TALENT
- **TOTAL TALENT MANAGEMENT (TTM):** The practice of routinely considering TOTAL TALENT when it comes to talent acquisition or management.
 - For example, finding talent: consider various options such as hiring an employee, using a contingent worker, outsourcing work, etc.
 - For example, engaging talent: design programs/approaches that engage ALL talent, not just employed talent.

The Workforce

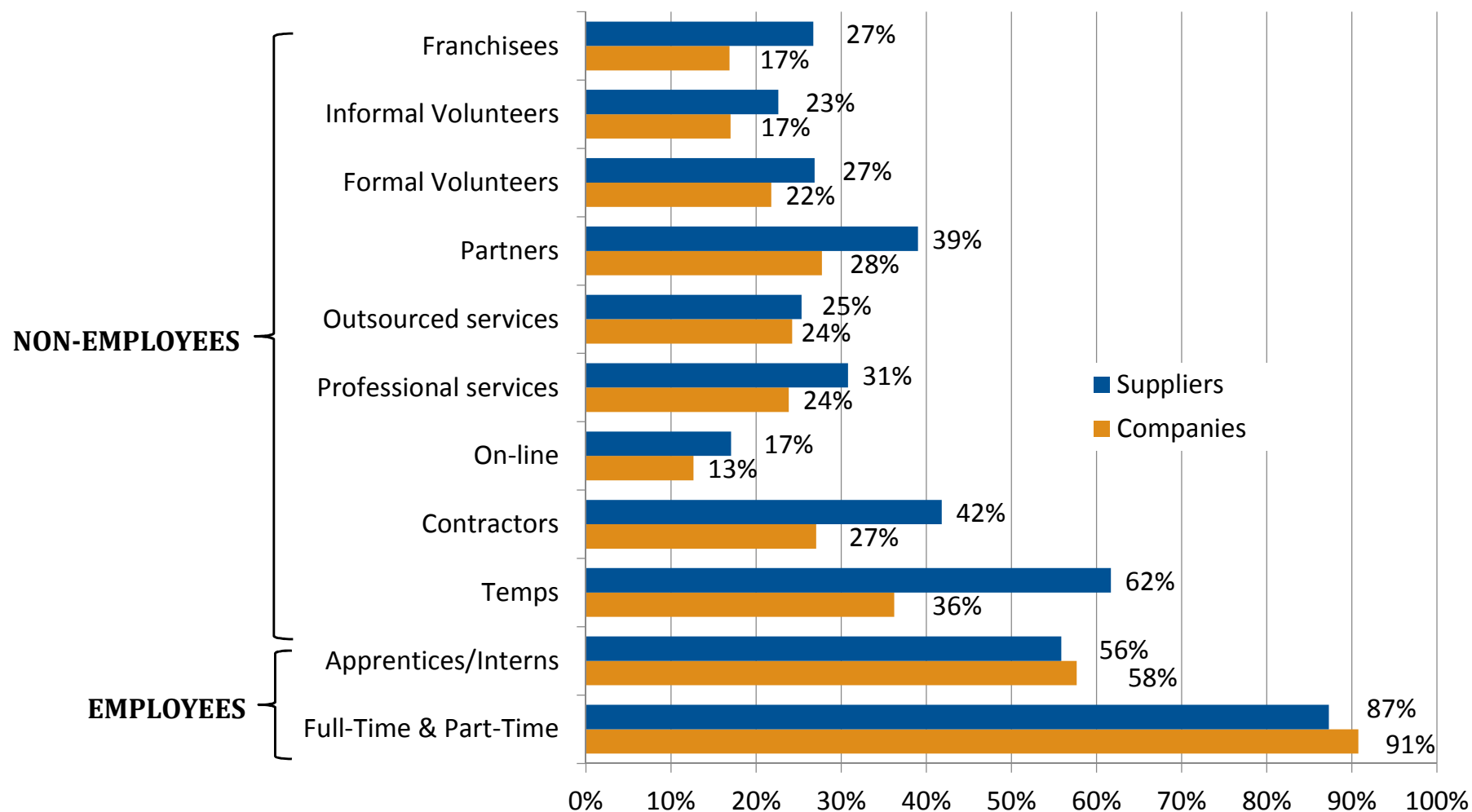


The Workforce



Companies are Much Less Interested in Motivating Their Non-Employees

What level of effort do you believe you (your clients) SHOULD be making to engage and/or motivate these worker types? (Percent of 'Big' and 'Very Big' effort responses)

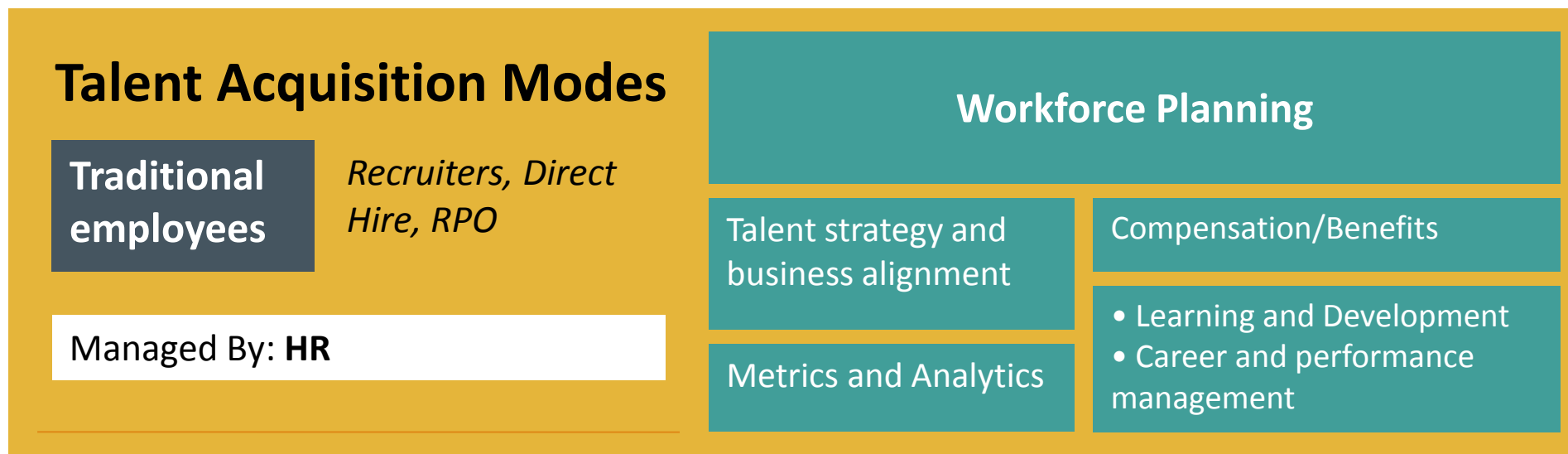


Source: Staffing Industry Analysts, Global Total Talent Management Survey, May 2015

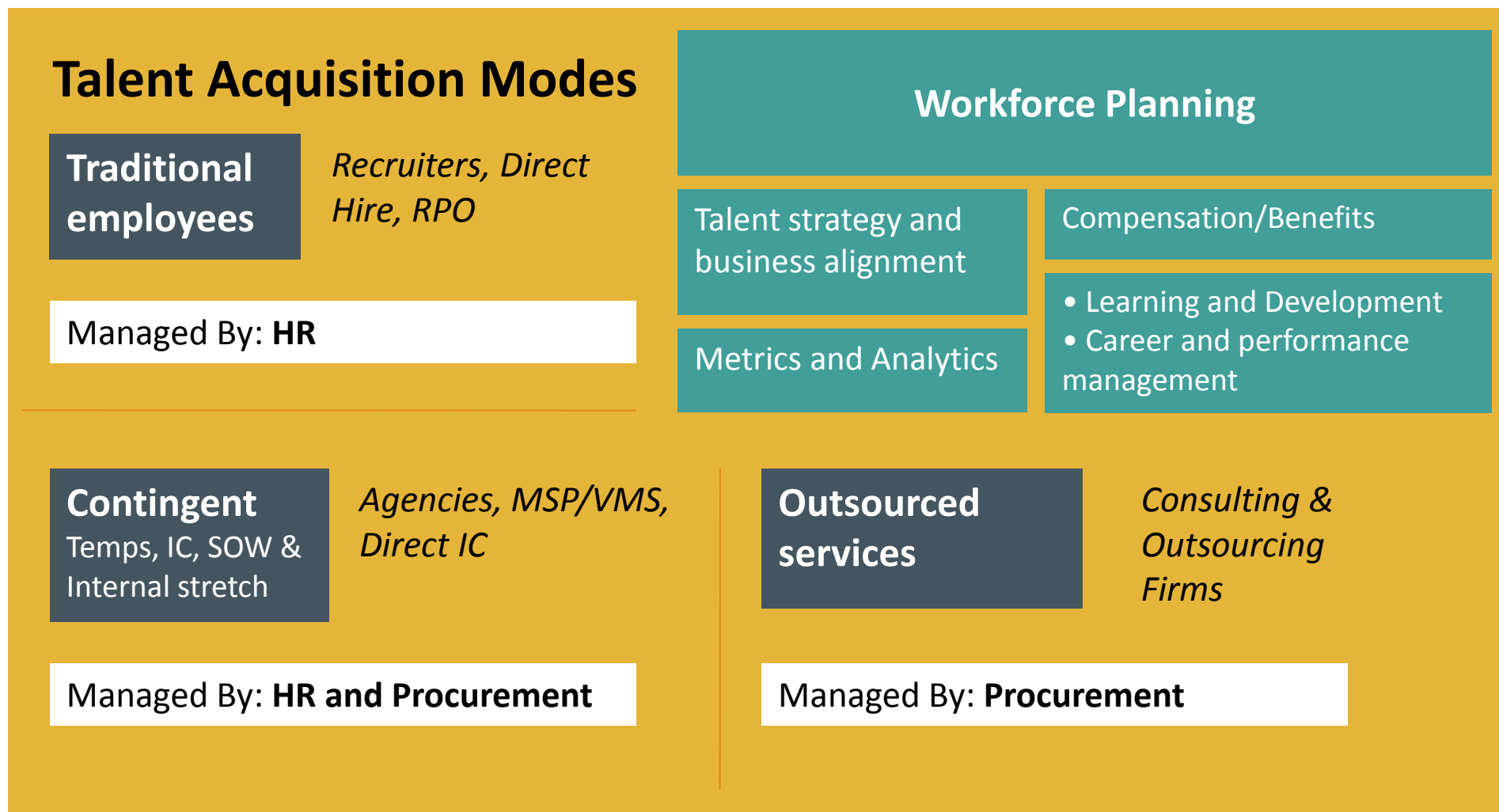
Agenda

- Total Talent Management Overview
- Research on Total Talent Management
- Conclusions and Implications
- Questions and Answers

Traditional Talent Management Viewpoint

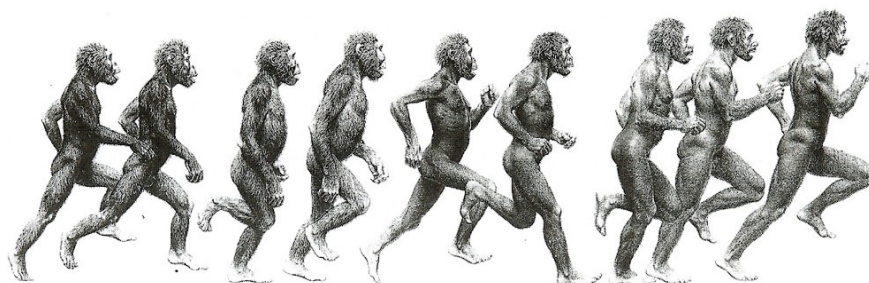


Total Talent Management Integrates Employed and Non-Employed Workers

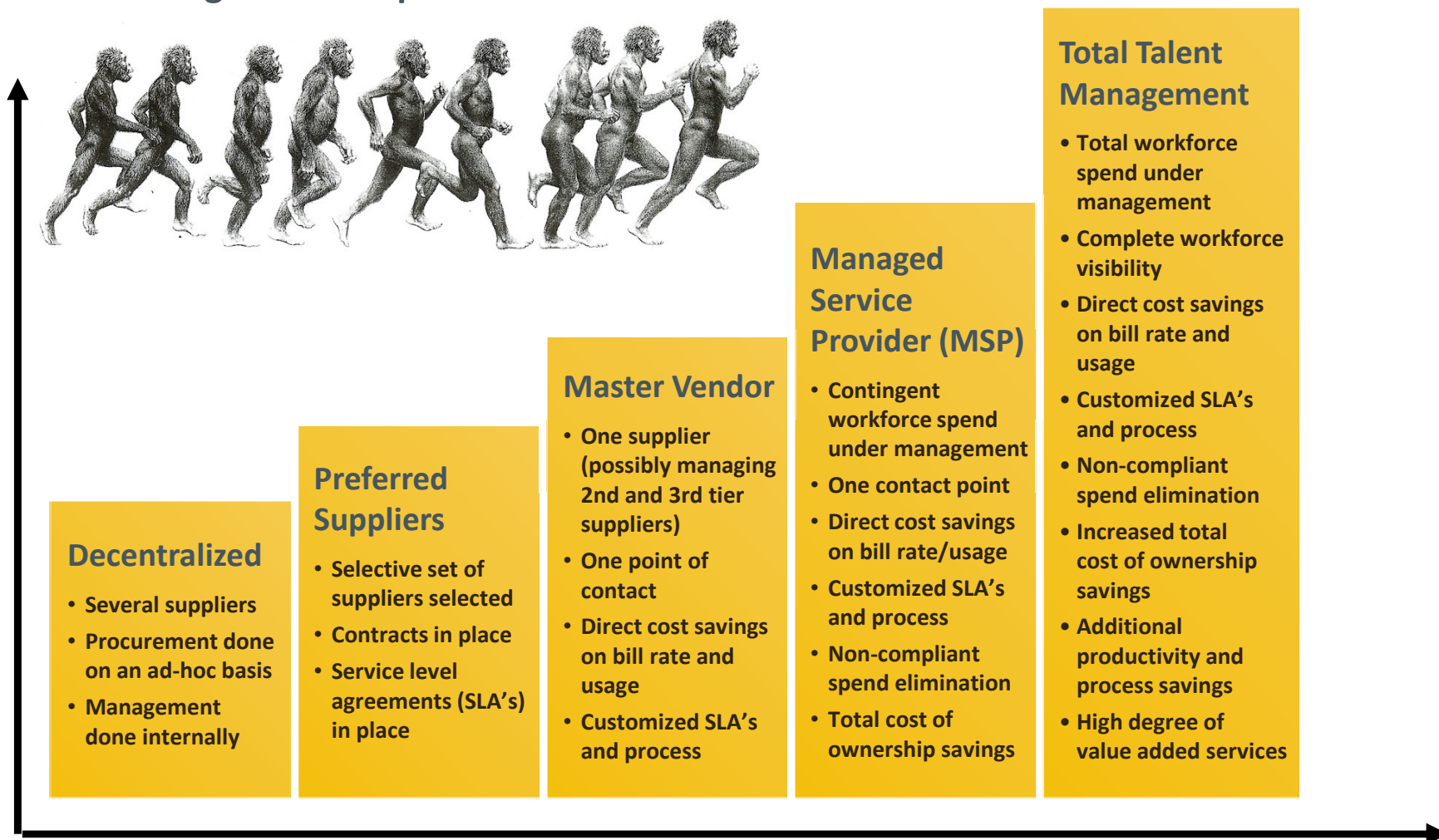


An Inevitable Evolution?

Increasing Service Sophistication



Value



Decentralized

- Several suppliers
- Procurement done on an ad-hoc basis
- Management done internally

Preferred Suppliers

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

Master Vendor

- One supplier (possibly managing 2nd and 3rd tier suppliers)
- One point of contact
- Direct cost savings on bill rate and usage
- Customized SLA's and process

Managed Service Provider (MSP)

- Contingent workforce spend under management
- One contact point
- Direct cost savings on bill rate/usage
- Customized SLA's and process
- Non-compliant spend elimination
- Total cost of ownership savings

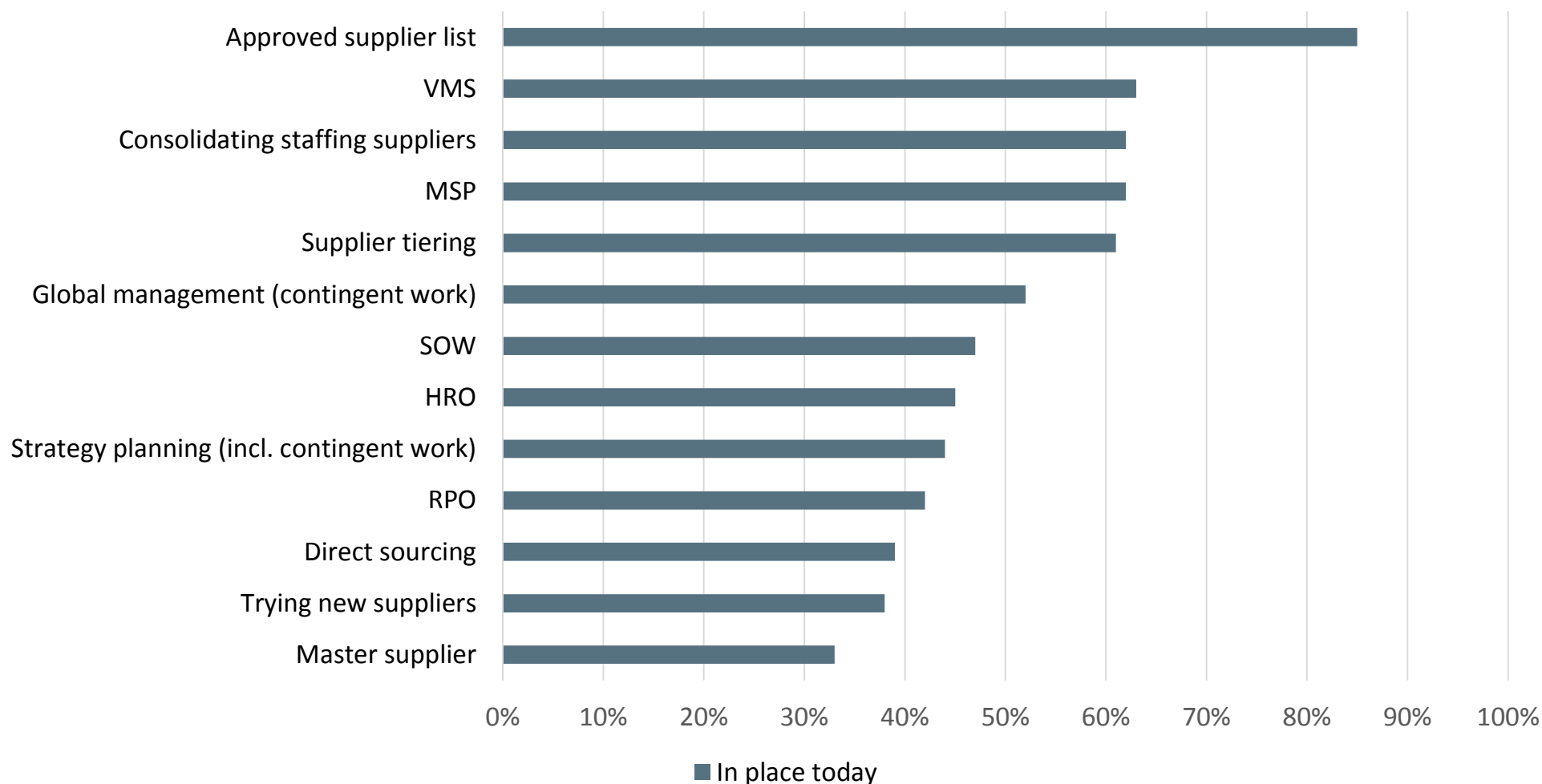
Total Talent Management

- Total workforce spend under management
- Complete workforce visibility
- Direct cost savings on bill rate and usage
- Customized SLA's and process
- Non-compliant spend elimination
- Increased total cost of ownership savings
- Additional productivity and process savings
- High degree of value added services

Time

Contingent Buyer Priorities

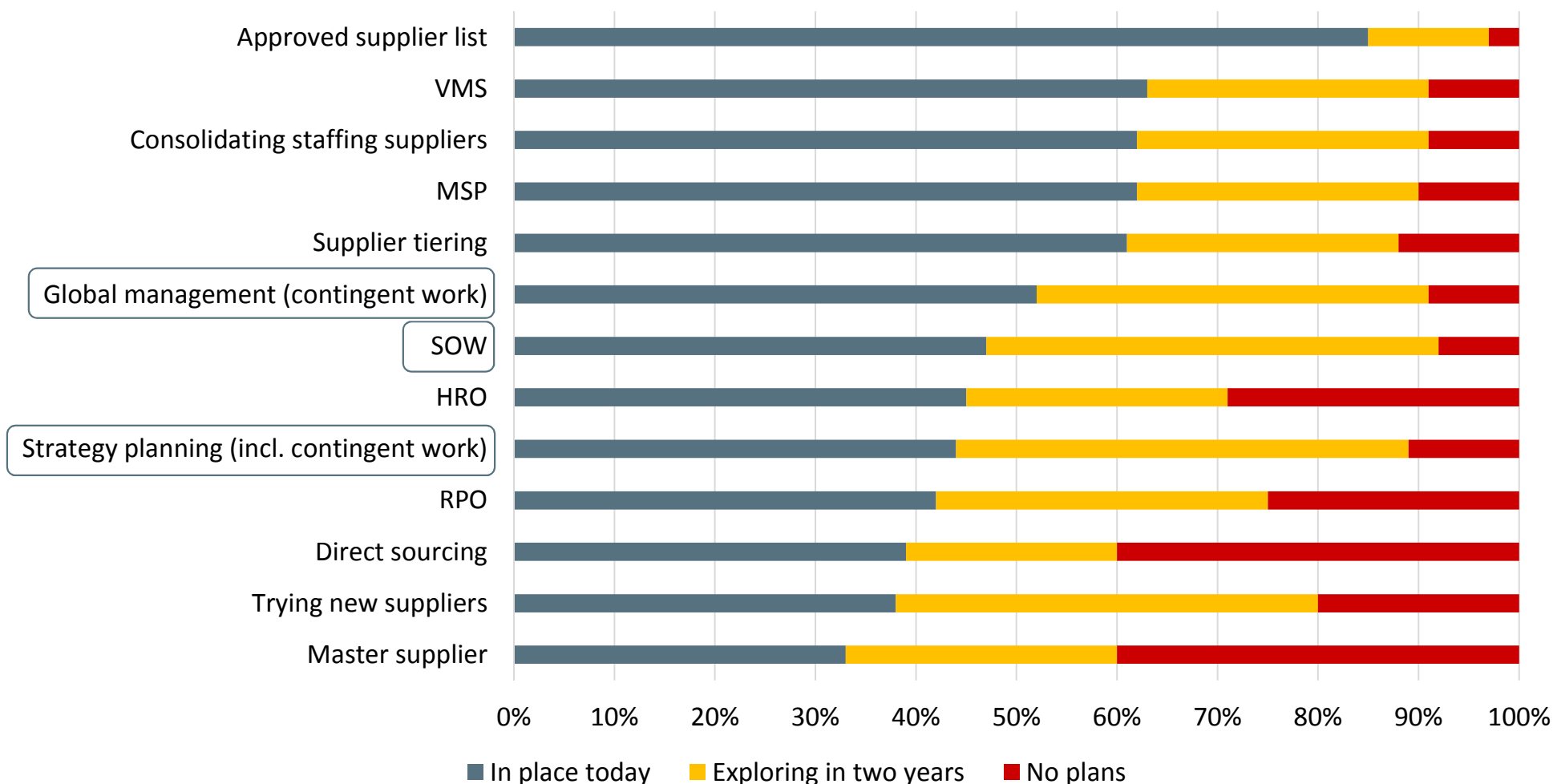
Which of the following are currently in place in your organisation?



Source: 2014 Staffing Buyers' Survey

Contingent Buyer Priorities

Which of the following are currently in place in your organisation, or are likely to be seriously explored within two years?



Source: 2014 Staffing Buyers' Survey

Major Facets of Total Talent Management



Source: Staffing Industry Analysts, Global Total Talent Management Survey, May 2015

Questions Potentially Answered by A Total Talent Management Approach

- Who is doing work on behalf of my company and what reputational and legal risks does that expose me to?
- What is the real cost of these various workers and what are the optimal pay and benefits?
- Which type of workers do I need and in what ratio in order to maximize productivity/cost-effectiveness?
- How can I best integrate contingent and other non-employed workers with my employed workforce?
- What training and career paths do I need to develop for workers of all types?
- How can I motivate and engage all those doing work on behalf of my company (employed and non-employed)?
- How can I best address skills shortages?

Agenda

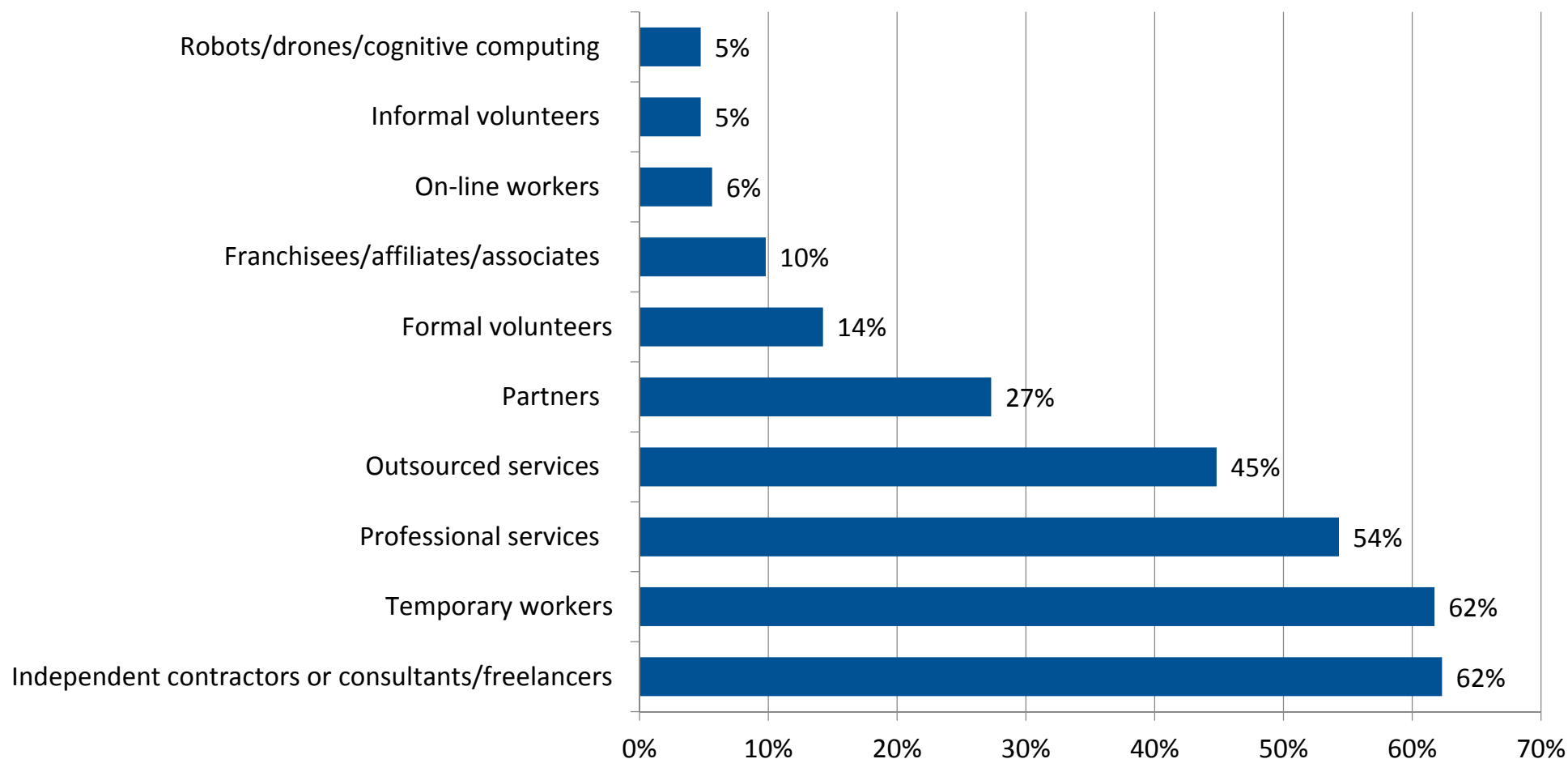
- Total Talent Management Overview
- **Research on Total Talent Management**
- Conclusions and Implications
- Questions and Answers

About SIA Research on Total Talent Management

- Conducted jointly with ERE Media
- Goal to explore the current state of Total Talent Management and understand its future direction
- Conducted in September 2014 – March 2015
 - Review of third-party literature
 - Detailed interviews with a dozen experts and practitioners
 - Global survey resulting in full responses from 628 suppliers and executives
- Full report released in May 2015

Firms Use a Wide Variety of Non-Employees

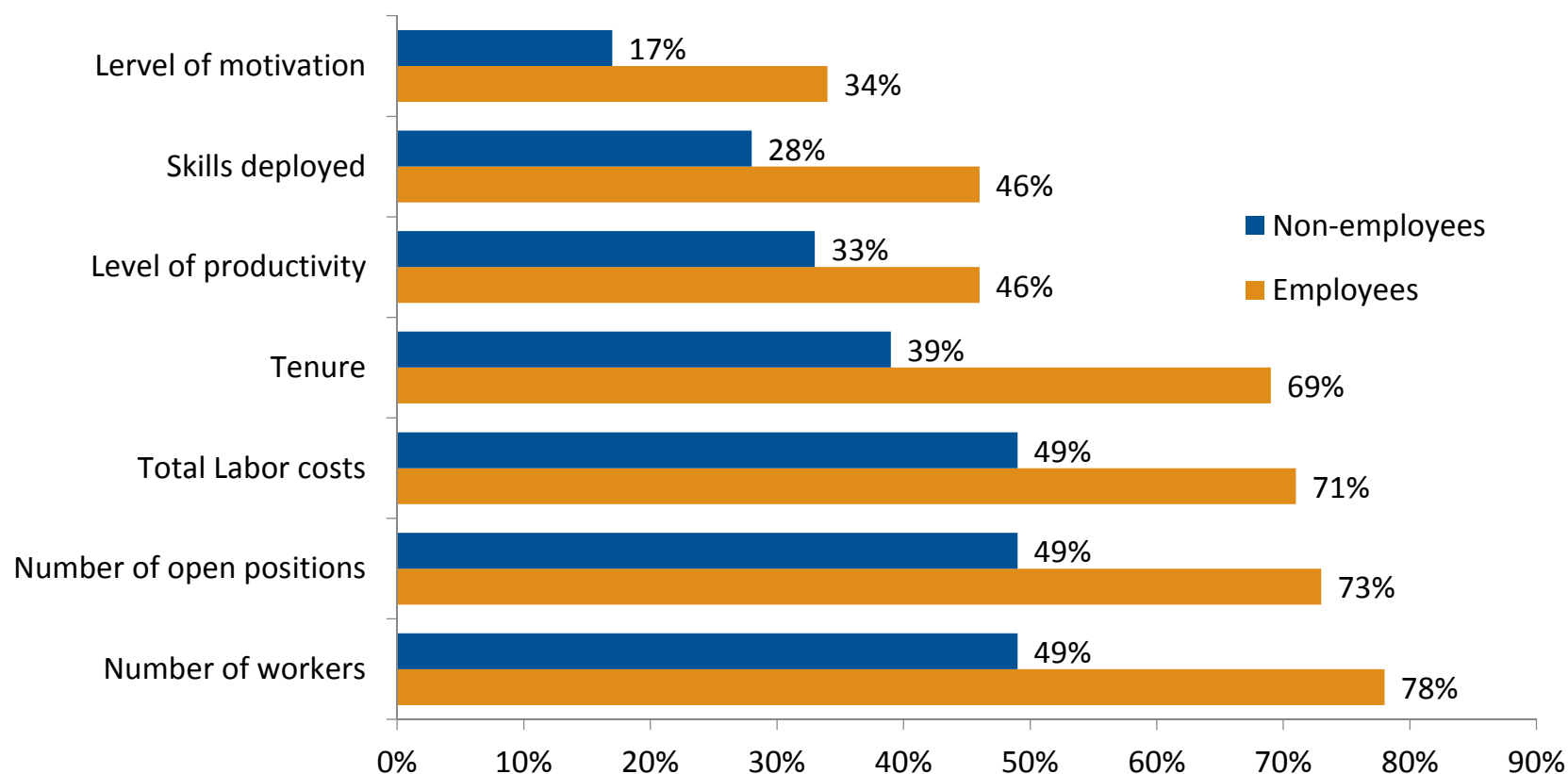
Based on what you know, which of the following types of 'workers' did work on behalf of your company/organization during 2014?



Source: Staffing Industry Analysts, Global Total Talent Management Survey, May 2015

Companies Don't Know Enough about their Employees - and Know Even Less about their Non-Employees

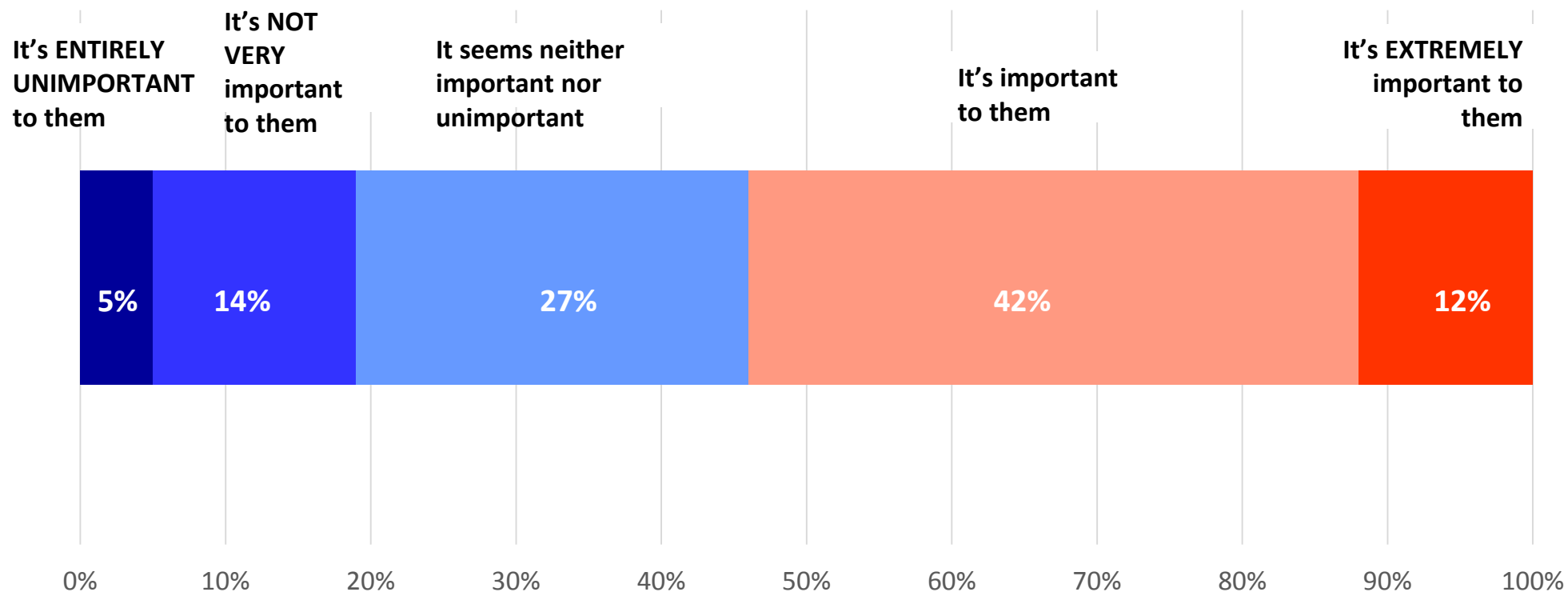
On any given month, to what extent do you believe that your company/organisation has a good view of workforce activity? i.e. has the ability to see and measure (Percent of 'Good' and 'Very Good' view responses)



Source: Staffing Industry Analysts, Global Total Talent Management Survey, May 2015

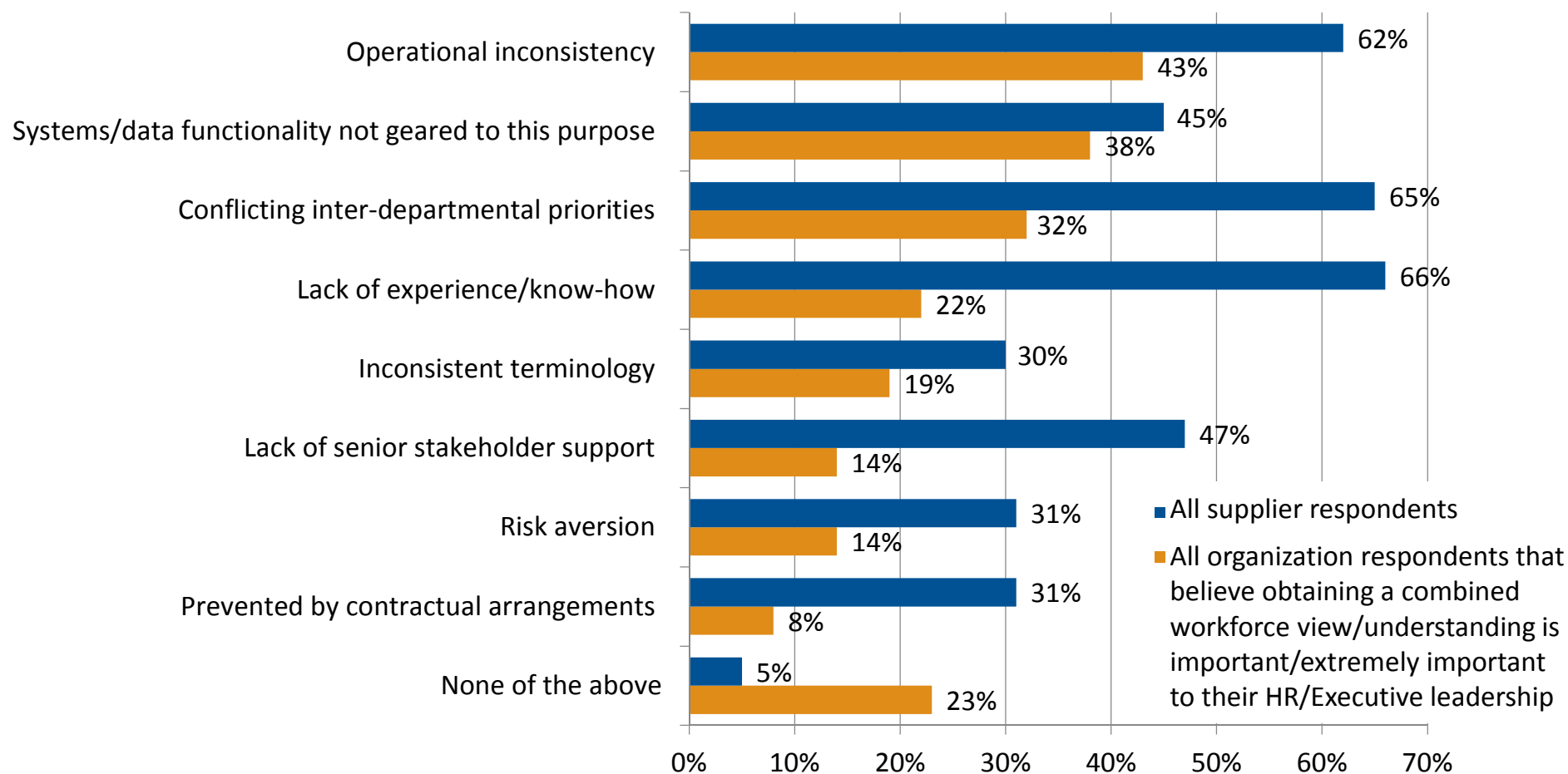
HR and Executives are Split on Importance of a Combined Workforce View of all Talent

Perceived level of importance HR and business leaders give to obtaining a combined workforce understanding/view



Barriers to a Whole Workforce View

Which of the following are barriers/constraints to your company/organization (or your clients) achieving a combined understanding/view of the Employee and Non-Employee components of your workforce? (Check all that apply)

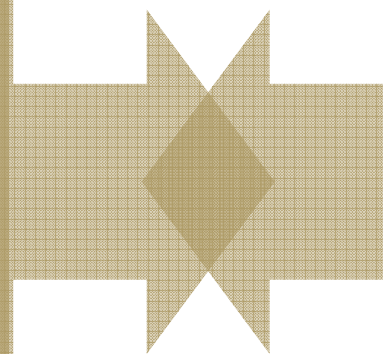


Source: Staffing Industry Analysts, Global Total Talent Management Survey, May 2015

Converging Markets/Converging Solutions

Contingent Hire

MSP

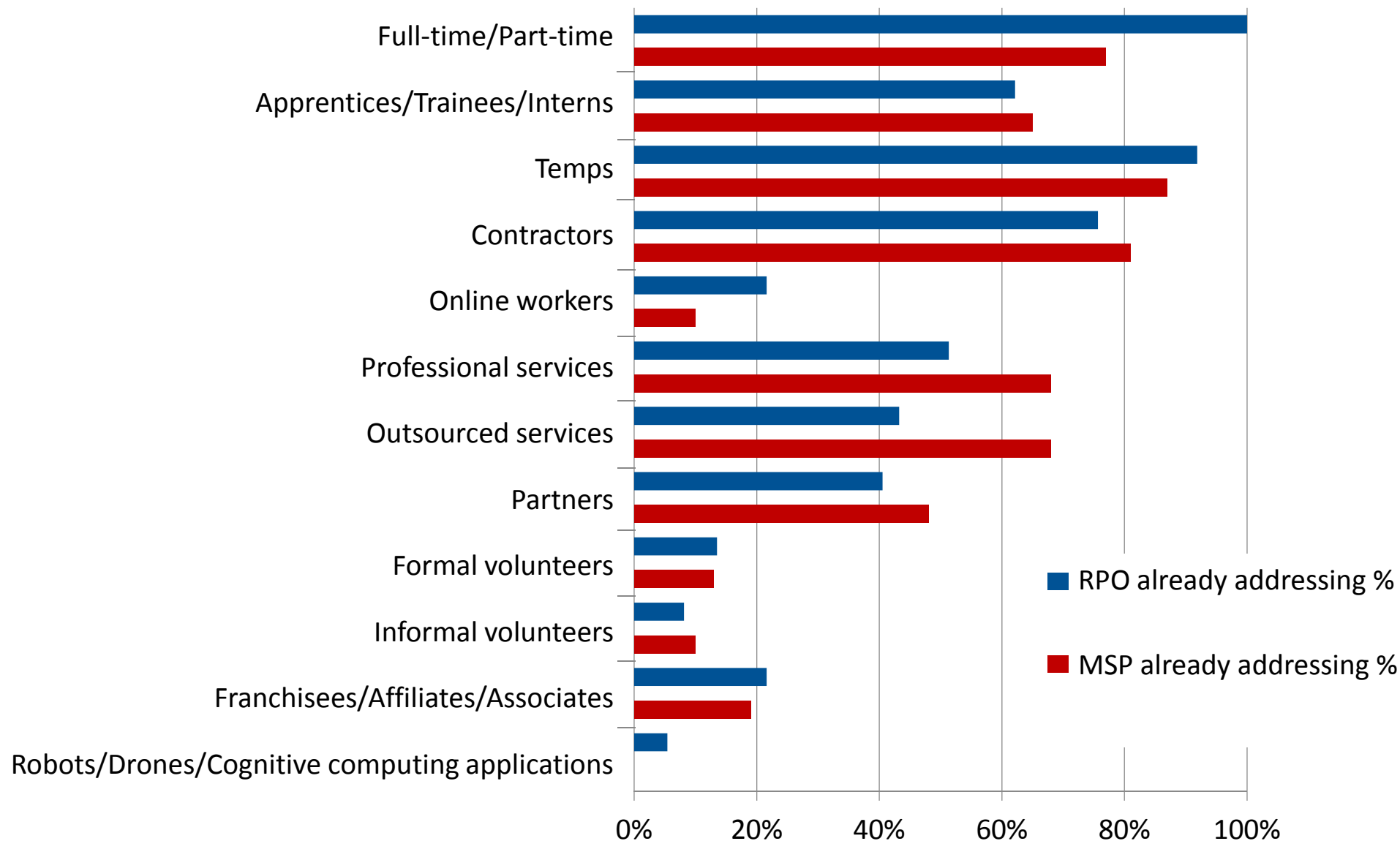


Permanent Hire

RPO

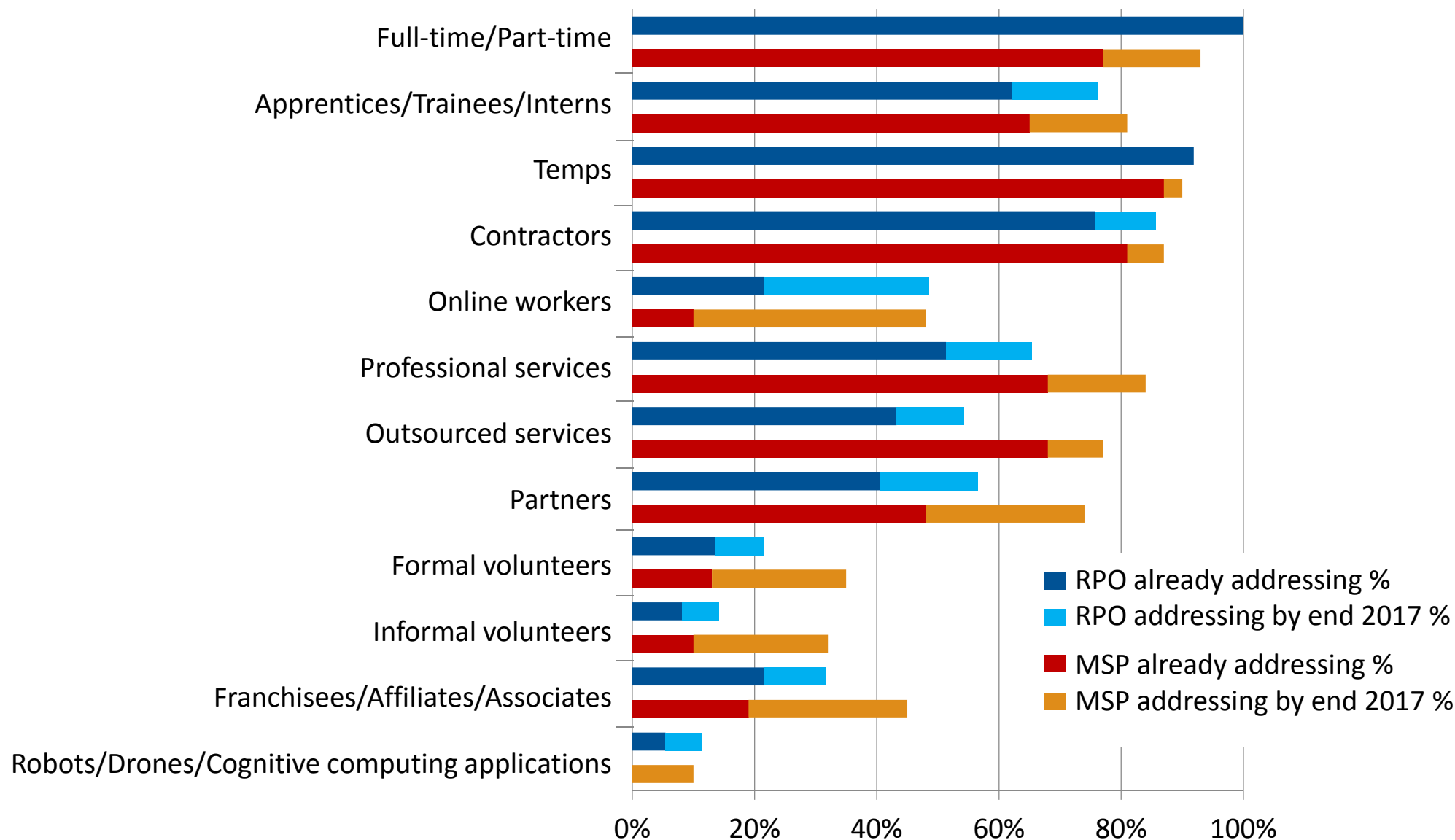


Percentage RPOs and MSPs Whose Services Address Each Worker Type



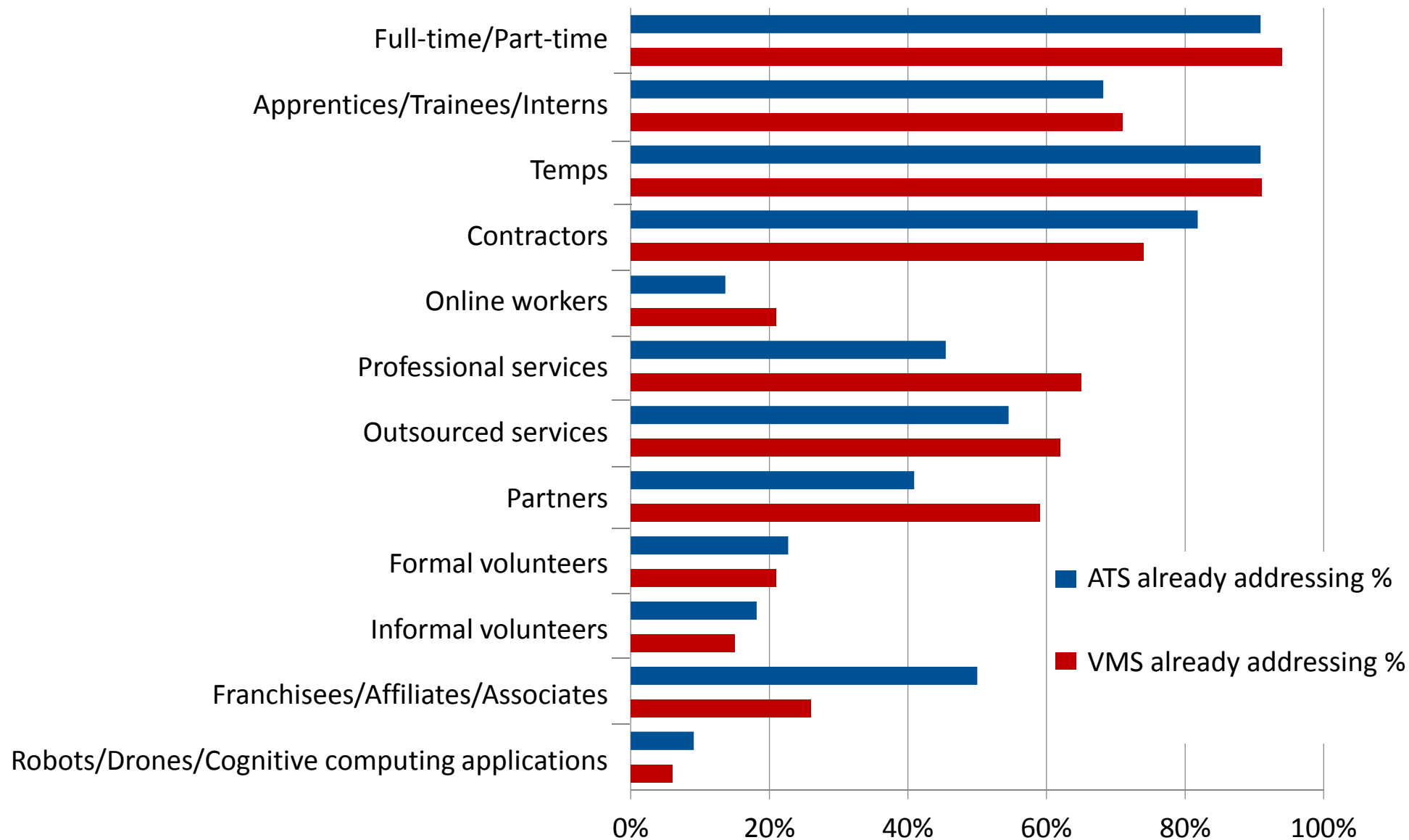
Source: Staffing Industry Analysts, Global Total Talent Management Survey, May 2015

Percentage RPOs and MSPs Whose Services Address Each Worker Type by end 2017



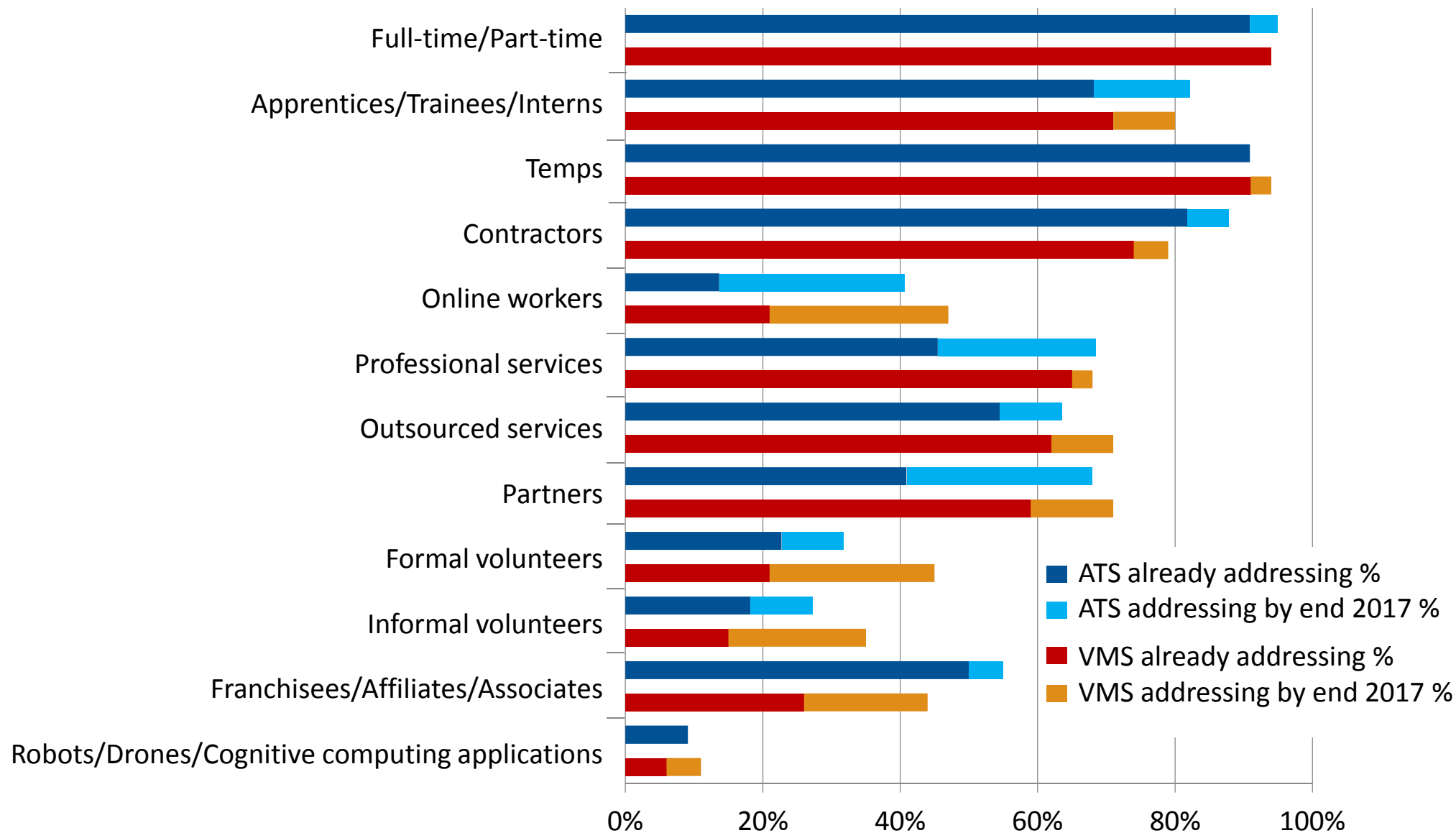
Source: Staffing Industry Analysts, Global Total Talent Management Survey, May 2015

Percentage VMSs and ATSs Whose Services Address Each Worker Type



Source: Staffing Industry Analysts, Global Total Talent Management Survey, May 2015

Percentage VMSs and ATSs Whose Services Address Each Worker Type by end 2017



Source: Staffing Industry Analysts, Global Total Talent Management Survey, May 2015

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The Time is Right for a Total Talent Management Approach

- Talent is becoming more scarce
- Usage of Non-Employees will only grow
- Organizations that can harness the power of their entire workforce will outperform
- Technology is improving to facilitate TTM
- HR must be active in leading the charge – but a different HR
- The barriers are challenging but can be overcome by those with the vision and ability
- Forward-thinking staffing firms should begin evangelizing TTM

Pricing Transparency is Imminent

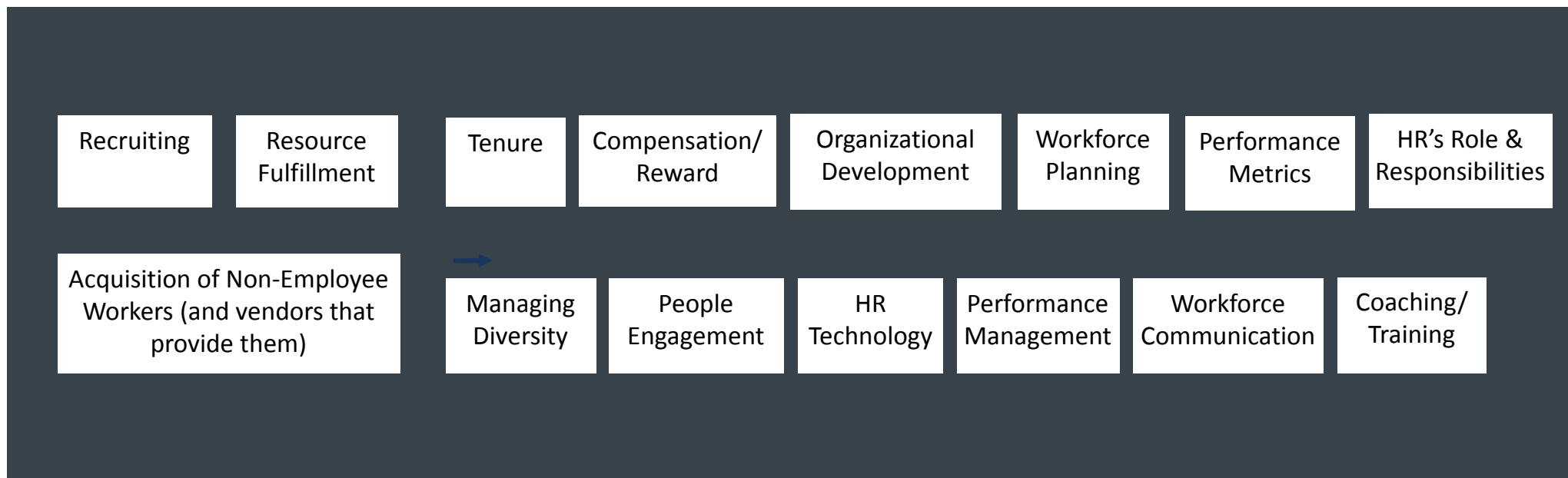
- The Talent Data Exchange is a suite of data aggregation and analysis tools developed by Brightfield Strategies
 - Ongoing, validated data and analysis related to the pricing, performance and quality of suppliers and contingent workers
 - Direct relationships with VMS providers providing transactional and aggregated programme performance data from large, global users of contingent workers
 - Unsurpassed by other data sources
 - Only source of data that is independent of suppliers and is neutral and representative of the market
 - To incorporate FMS, ATS & HRIS data providing a gateway to.....
Total Talent Management



Examples of Total Talent Initiatives

- Kelly Workforce Solutions
 - KellyOCG service line
 - “A Total Talent Approach”
 - “A holistic approach to talent acquisition and management”
- Randstad Integrated Talent Management Group
 - Launched in January 2015
 - “A holistic capability offering...”
- Volt Consulting Group
 - Total Talent Management Solutions
 - Blending recruiting of both contingent and perm workers
- Peoplefluent
 - A total workforce management solution that spans the acquisition and management of your hourly, salaried, and contingent workers
- Tapfin
 - Integrated Resource Fulfilment

Major Facets of Total Talent Management



Source: Staffing Industry Analysts, Global Total Talent Management Survey, May 2015

Major Facets of Total Talent Management



Existing initiatives only address these facets of Total Talent Management

ANY
QUESTIONS
?



Mark Your Calendar 2015 Contingent Workforce Conferences

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CWS Summit Asia Pacific | 22-23 July 2015

Shangri-La Hotel, Singapore | cwssummitap.com

CWS Summit North America | 19-20 October 2015

CW Solutions Forum | 21-22 October 2015

Omni Dallas Hotel, Dallas, TX

cwsolutionsforum.com | cwssummit.com

For sponsorship, please contact rthorne@staffingindustry.com

Mark Your Calendar 2015 Staffing Executive Conferences

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Healthcare Staffing Summit | 29-30 September 2015

Red Rock Resort, Las Vegas, Nevada

www.healthcarestaffingsummit.com

Executive Forum Europe | 6-7 October 2015

Park Plaza Riverbank, London, England www.siexecutiveforum.eu

Executive Forum North America | 22-25 February 2016

Arizona Biltmore, Phoenix, Arizona

www.siexecutiveforum.com

For attendance, please contact fvassallo@staffingindustry.com

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**14-15 July
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**21-22 October
Dallas, TX**

**6-7 October
London, UK**

**8-9 December
Northern CA**

**ONGOING
Online
Certification
class or
training**

Next Webinar for Staffing Suppliers.....

@ 3pm on Wednesday 2 December 2015

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