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**CONTINGENT WORKFORCE  
STRATEGIES COUNCIL**



# Trends to Look for in 2022

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**15 December 2021**

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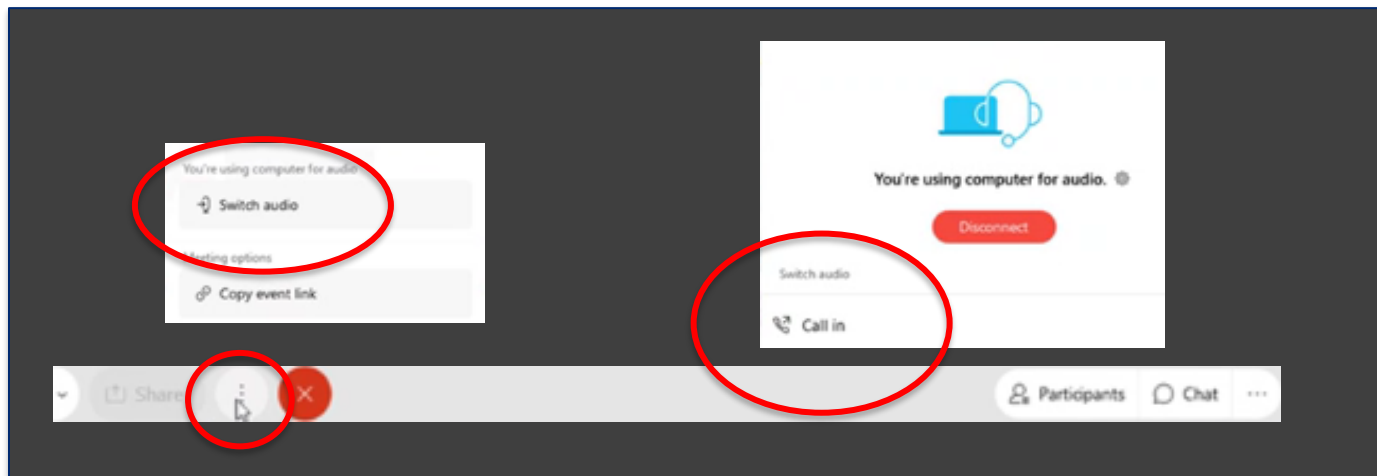
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**Melissa Oliva, VP, Global Contingent Workforce**

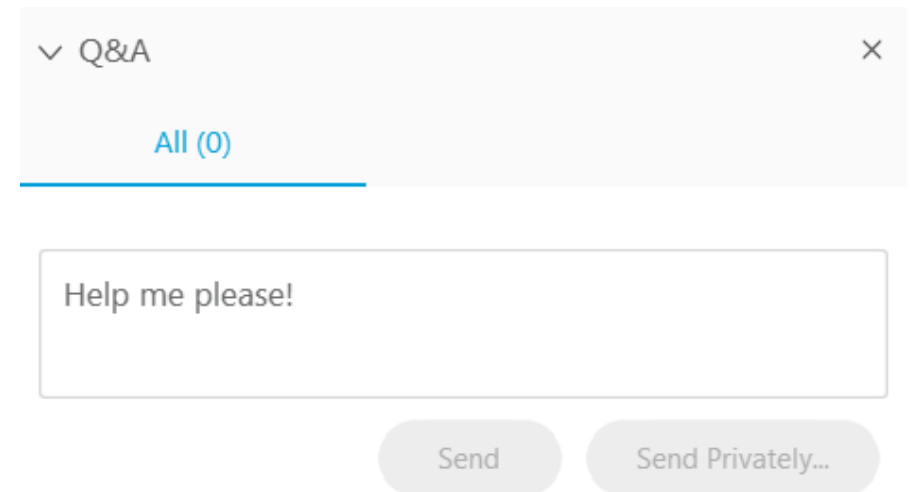
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Q&A

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# Staffing Industry Analysts Product Overview



	Products & Services for <b>Suppliers</b>	Products & Services for <b>Buyers</b>
<i>Research &amp; Advisory</i>		
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# CWS Council (partial list)





## Today's speakers:

- **Peter Reagan, CCWP, Senior Director, CW Strategies & Research, SIA**



- **Chris Paden, CCWP, Director of Contingent Workforce Strategies & Research (The Americas), SIA**



- **Frank Enriquez, CCWP, Sr. Manager, Contingent Workforce Strategies & Research, SIA**



- **Dawn McCartney, , CCWP, VP, Contingent Workforce Strategies Council, SIA**



# Trends to Look for in 2022



**Top 15 Contingent Workforce Trends to Pay Attention to in 2022**



# Covid-19



# 1. Vaccine Mandates

*“We will see far broader government legislation, in an effort to facilitate a comprehensive return to the workplace, including vaccine passports and greater restrictions on those who are not vaccinated out of choice.”*

- Peter Reagan



## 2. C-Level Interest in Contingent Workforce

*“There are not many positives that came from the pandemic, however it definitely put the contingent workforce on the radar of the C-suite especially dependency, cost and need for visibility”*

- Dawn McCartney



# Talent



## 3. Agile Workforce

*“Organizations are starting to recognize that there needs to be more flexibility in how they use resources and skillsets. This doesn’t happen overnight and requires a change of culture and mindset to be successful. Expect growing pains through this transformation”*

- Chris Paden



# 4. Candidate Led Market



*“The dramatic impact on world of work, spurred by the onset and longevity of the COVID-19 pandemic, will continue for at least the first three quarters of 2022, leading to ongoing skills shortages around the world.”*

- Peter Reagan

# 5. Mental Health in the Workplace

*“The workforce that left our buildings in March 2020 may physically be the same returning but mentally....not! We must be prepared to support them and ensure our staffing providers do also.”*

- Dawn McCartney



# 6. Remote and Cross Border Working

*“Organizations, governments (and in particular the tax authorities), have had little time to adjust to the seismic shift in remote and cross-border working. Organizations looking to benefit from the possibilities afforded by this shift, must prepare for a far higher degree of compliance and scrutiny.”*

- Peter Reagan





# 7. Rise of the Independent Contractor Workforce



*"It's hard to overlook nearly half the available workforce (self employed) when you have a shortage of talent. We need to conquer our co-employment concerns and start thinking strategically about this population"*

- Chris Paden

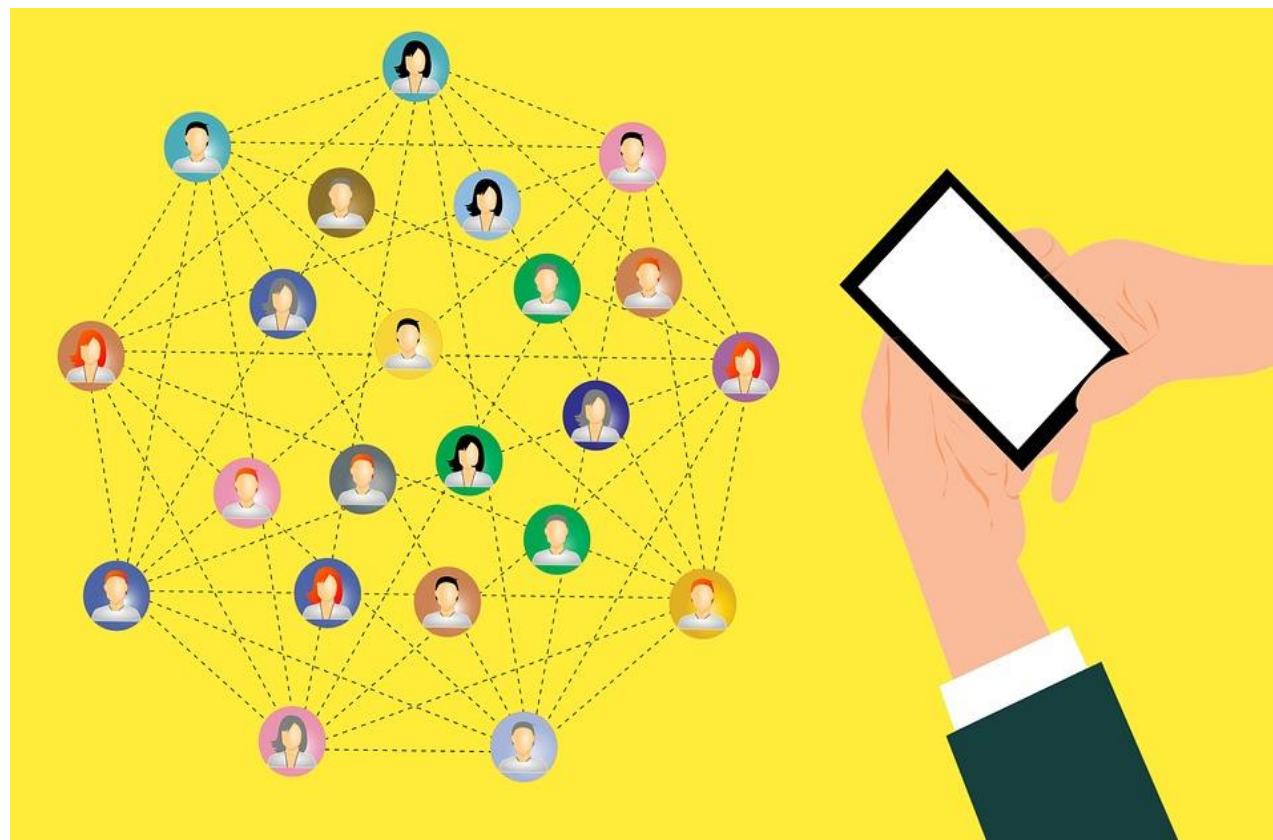
# Technology



# 8. Advances in Total Talent Technology Solutions

*“The term ‘Total Talent Management’ has been around for more than a decade. A hand full of Buyer organizations are effectively creating total talent strategies which align with both FTE and Non-FTE resources. Over the next 12 months, we will see a 20% increase with buyers creating full talent strategies which will be supported and executed using robust technologies and support from the C-Suite.*

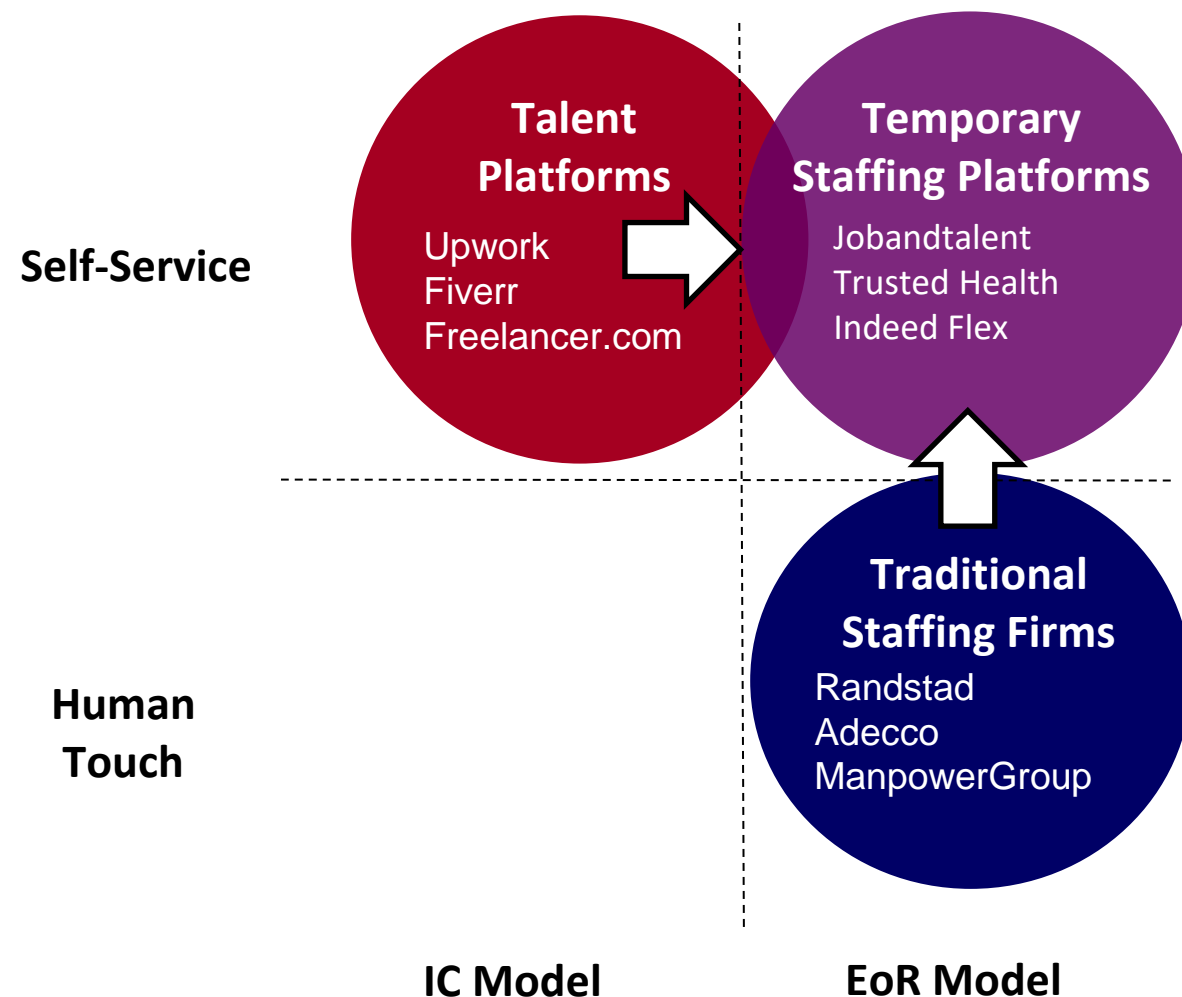
- Frank Enriquez



# 9. Platformitization

*“There is an interesting movement in the staffing industry towards Everything as a Service. Buyers are starting to ask the question whether they need a service or a technology to solve their needs. Smart providers are integrating both approaches to find a more balanced way to engage”*

- Chris Paden



# Program Management



# 10. Talent Sourcing Channel Diversification

*“Alternate talent sourcing channels have taken a strategic foot hold in many CW Programs. The only question that remains will be the adoption speed and ultimate channel diversification mix CW Programs execute to meet program stakeholders’ evolving CW service requirements.”*

- Stephen Clancy



# 11. New Approaches to Job Ads and Resumes



*“Times are changing - talent will be showcasing their brand via social media (TikTok resumes) and employers cannot depend only on their brand to attract the talent”*

- Dawn McCartney

# 12. Disruption of Market Rates

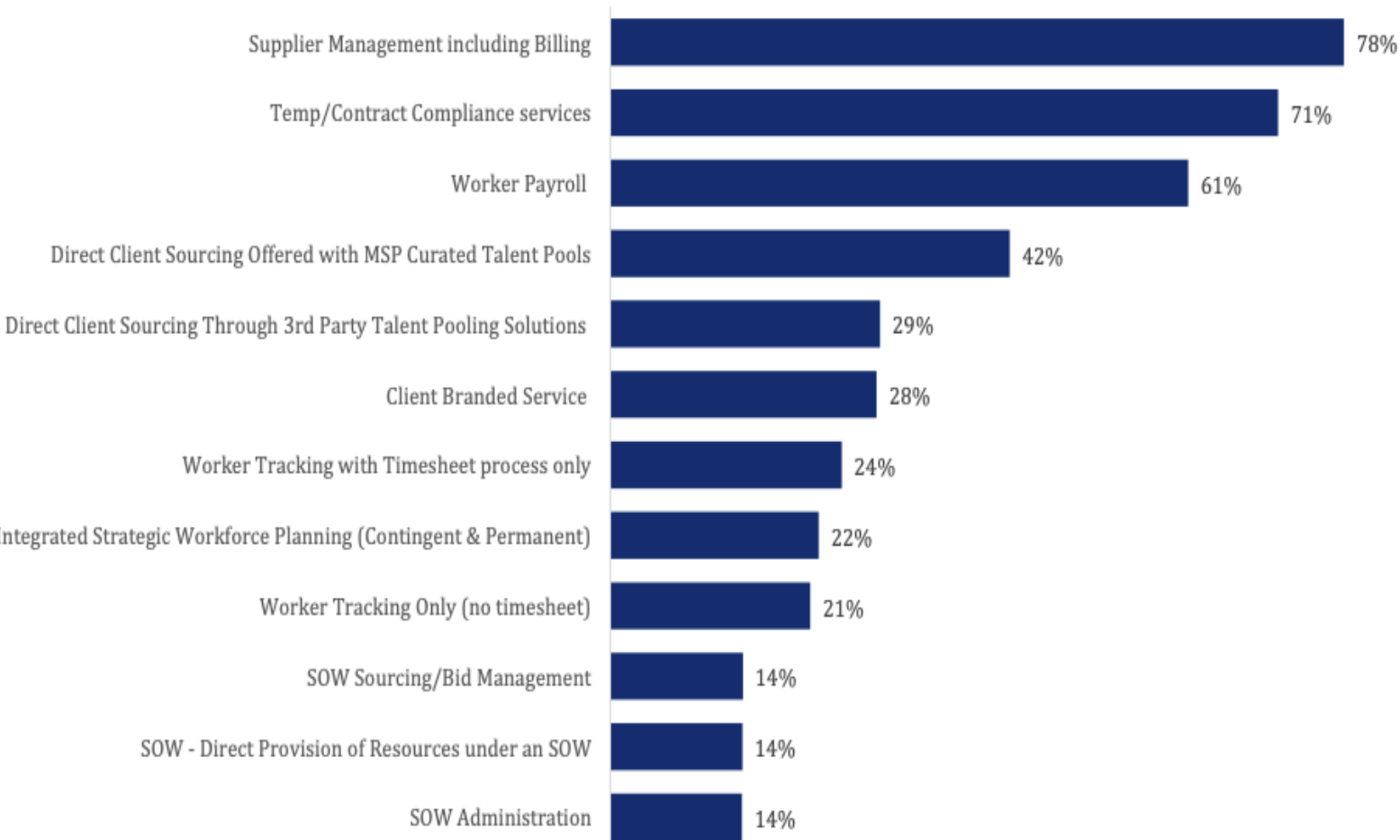
*“The Pandemic and the Great Resignation have created difficulty for the CW Programs to deliver the right talent, on time at the right price. These disruptions will continue for at least the next year. Programs need to have an all-encompassing talent pricing strategy to be able to compete for the best talent.”*

- Frank Enriquez





# 13. Shifting MSP Service Models



*“Unique times call for unique solutions. Buyers are starting to think beyond the core MSP services and look for new ways to add value. SOW Mgmt, Direct Sourcing and Resource Mgmt/Compliance services will start to gain market share as organizations look to evolve into the next iteration of their program.”*

Source: SIA MSP Global Landscape 2021

- Chris Paden

# 14. Staffing Supplier and Recruiter Evolution

*The days of recruiters and their historic roles and responsibilities are changing quickly. With incredible advancements in Artificial Intelligence and Platform technologies, recruiters will come a thing of the past. Look for these roles to be more focused on relationship management.*

- Frank Enriquez



# 15. SOW Management

*“More than a decade ago buyer organizations began to pursue the formalized management of SOW spend. There have been many challenges to formally manage SOW. Over the next year we will see an increase in spend management specific to SOW throughout the CW Staffing Industry. Look for a 10% - 20% increase in SOW spend management over the next 12 months, .”*

- Frank Enriquez



# Lightning Round

Diversity, Equity and Inclusion

Talent Acquisition Technology M&A

Total Talent

Planning for the End  
(of the Pandemic)

Direct Sourcing

Redefining the Value of  
Centralization

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**Melissa Oliva, VP, Global Contingent Workforce**

# SIA MEMBER RESOURCES

- [Workforce Solutions Buyer Survey: 2021 Initial Findings](#)
- [Workforce Solutions Buyer Survey: 2021 Americas Results](#)
- [Workforce Solutions Buyer Survey: 2021 Europe Results](#)
- [VMS Global Landscape and Differentiators 2020](#)
- [VMS RFP Template](#)
- [MSP and VMS Provider Directory 2020](#)
- [SIA Lexicon of Terms \(complimentary\)](#)

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*Holidays*

**The SIA offices will be closed starting December 24<sup>th</sup>  
we will return January 3<sup>rd</sup>**

**We wish all our members and their families a  
HEALTHY, SAFE AND HAPPY HOLIDAY SEASON!!**



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

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