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# Making it work: Succeeding with HR and your Contingent Workforce

North America

## Speakers:

Margie Durham, Director, HR Talent Services, Dell Inc.  
Ed Hidalgo, Senior Staffing Director, Qualcomm

## Moderators:

Dawn McCartney, Director, Contingent Workforce Strategies & Research  
Staffing Industry Analysts

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



March 21, 2013  
10 am PT/ 1 pm ET

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Q&A

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Type your question here. There is a 256 character limit.

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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



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# Just Added! June CCWP Workshop



- Where:
  - Hyatt Regency Washington on Capitol Hill, Washington DC
- When: June 6-7<sup>th</sup>, 2013





Take the class.  
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North America

# CWS Summit Berlin 2013



## SAVE THE DATE!

### Contingent Workforce Strategies Summit

May 15-16, 2013

Andel's Hotel | Berlin, Germany

[www.cwssummitwe.eu](http://www.cwssummitwe.eu)



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Fairmont Millennium Park | Chicago, IL



September 10, 2013



September 11-12, 2013



September 10-12, 2013

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Teresa Carroll  
SVP, Centers of Excellence and  
GM, KellyOCG

## Our Speakers Today



**Margie Durham**  
Director, HR Talent Services  
Dell Inc.



**Ed Hidalgo**  
Senior Staffing Director  
Qualcomm



**Moderator:**  
**Dawn McCartney,**  
Director,  
CW Strategy & Research,  
Staffing Industry Analysts



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



# Time for a Poll...

## Which function is responsible for managing your contingent workforce program?

- A. Procurement
- B. Human Resources
- C. IT
- D. Finance
- E. Other



Which is best equipped to develop a long term strategic plan for your contingent workforce program?

- A. Procurement
- B. Human Resources
- C. IT
- D. Finance
- E. Other



# RECENT RESEARCH: WHO'S MINDING THE SHOP?

MODERATOR:  
DAWN MCCARTNEY,  
DIRECTOR, CW STRATEGIES AND RESEARCH  
STAFFING INDUSTRY ANALYSTS

# Who owns the Contingent Workforce?

- HR?
- Procurement?
- Both?





## Definitions: Procurement

- The process of obtaining goods and services from preparation and processing of a requisition through to receipt and approval of the invoice for payment. It commonly involves (1) purchase planning, (2) standards determination, (3) specifications development, (4) supplier research and selection, (5) value analysis, (6) financing, (7) price negotiation, (8) making the purchase, (9) supply contract administration, (10) inventory control and stores, and (11) disposals and other related functions.

Source: BusinessDictionary.com



## Definitions: Human Resources

- The administrative discipline of hiring and developing human capital so that they become more valuable to the organization. Human Resource management includes (1) conducting job analyses, (2) planning personnel needs, and recruitment, (3) selecting the right people for the job, (4) orienting and training, (5) determining and managing wages and salaries, (6) providing benefits and incentives, (7) appraising performance, (8) resolving disputes, (9) communicating with all employees at all levels.

Source: BusinessDictionary.com





## Definitions: Contingent Workforce

- Used to describe work arrangements that differ from regular/permanent, direct wage and salary employment. Contingent workers most often include temporary employees provided by an outside staffing agency and independent contractors/consultants. Contingent workers may also include temporary workers from an internal pool, and others (such as summer interns) employed directly by an organization for an intentionally limited time period. They do not include work done by consulting firms or by part-time regular employees, and are primarily distinguished by an explicitly defined tenure. Self-employed individuals should only be defined as contingent workers if they provide themselves as contract labor to other organizations. Otherwise, they should not be included in the contingent workforce, because they may have stable occupations or careers that are clearly not conditional. Workers in Professional Employer Organization arrangements are not contingent workers, because the relationship is by definition ongoing. Outsourcing also falls outside of the contingent work definition, because it defines a vendor-supplier relationship, not an employer-worker relationship

Source: SIA Lexicon



[www.CouncilStaffing.com](http://www.CouncilStaffing.com)



North America

**2012 Contingent Buyers Survey:  
Insights Into Supplier Management Practices,  
Plans and Key Decision Drivers  
& Cumulative Index to 2006-2011 Surveys**



September 13, 2012

Robert Balicki, Research Analyst  
rbalicki@staffingindustry.com

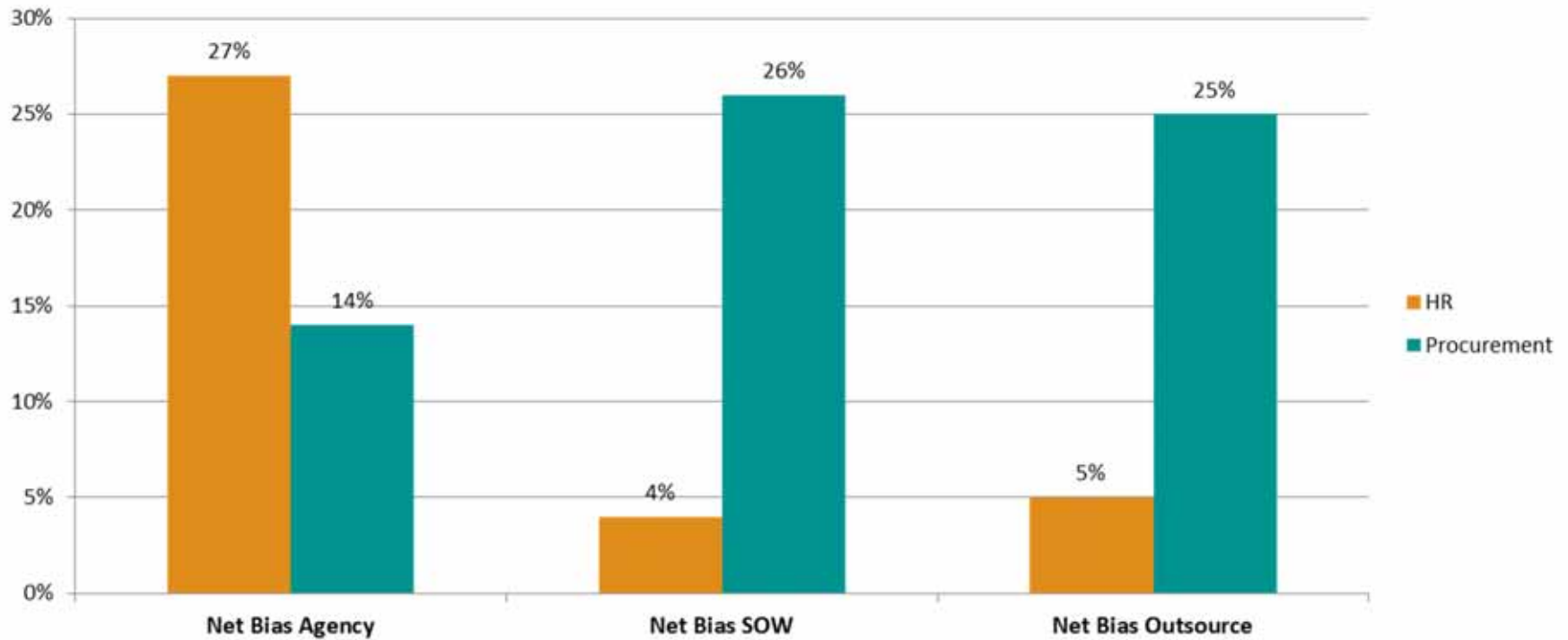
Jan Osborne, VP, Research and Editorial  
josborne@staffingindustry.com

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## Where do they come from?

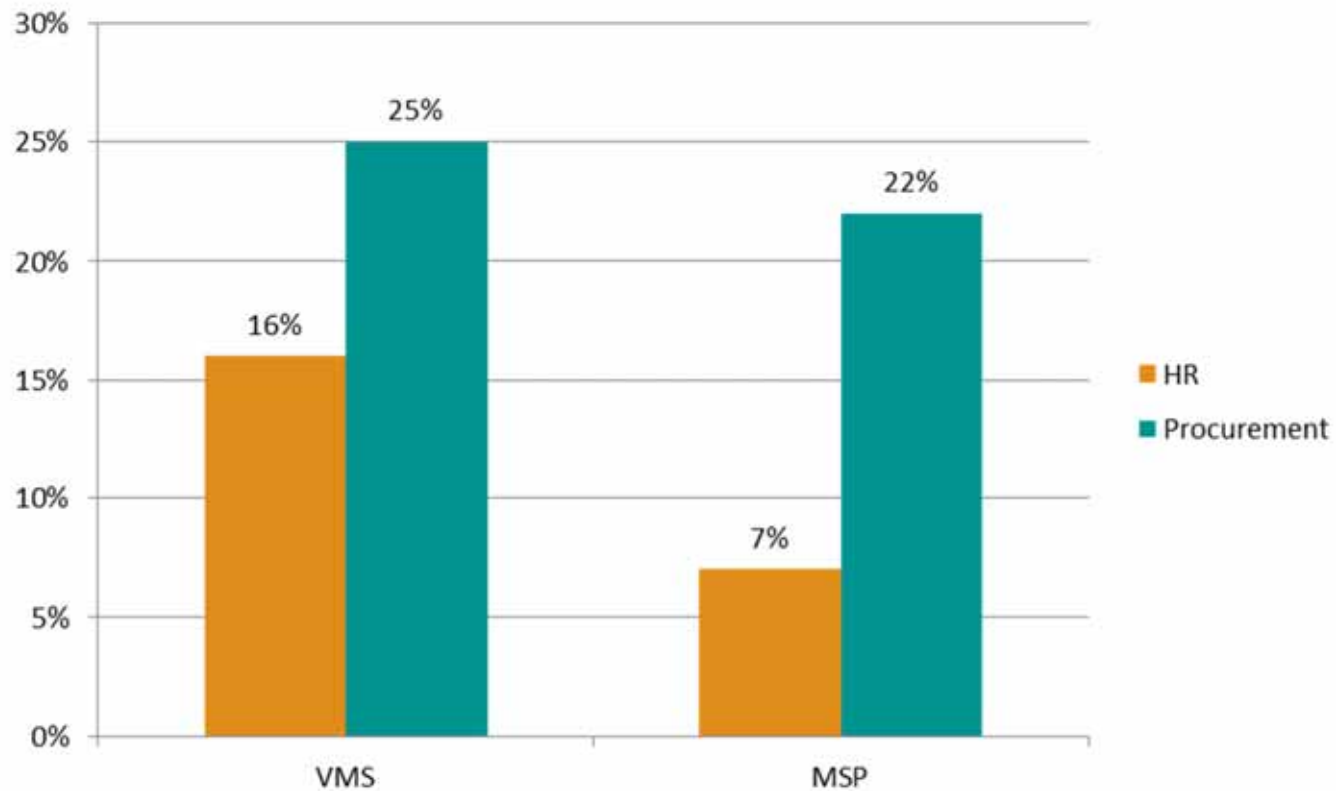
Industry	Prior experience in/as...					
	Procurement	HR	Staffing	Temp	IT	IC
Technology/Telecom	69%	26%	34%	37%	26%	6%
Energy/Chemical	62%	29%	29%	24%	33%	5%
Pharma/Biotech/Medical	61%	22%	17%	22%	11%	0%
Finance/Insurance	61%	33%	30%	30%	35%	15%
Business Services	44%	50%	38%	6%	13%	0%
Manufacturing	39%	64%	36%	29%	11%	4%
Restaurant/Hospitality/Retail	18%	55%	36%	0%	36%	9%
Primary skill purchased						
Information Technology	58%	34%	32%	27%	32%	9%
Industrial/Logistics/Transport	48%	52%	10%	5%	10%	5%
Engineering/Design	42%	58%	54%	33%	13%	0%
Office/Clerical	38%	46%	31%	46%	15%	15%
Management level						
VP and above	28%	50%	28%	28%	28%	17%
Director	43%	57%	43%	18%	32%	9%
Manager	55%	42%	23%	20%	27%	7%
Non-management	57%	29%	33%	39%	10%	2%
All buyers	50%	43%	30%	25%	24%	7%

# Different Perspectives

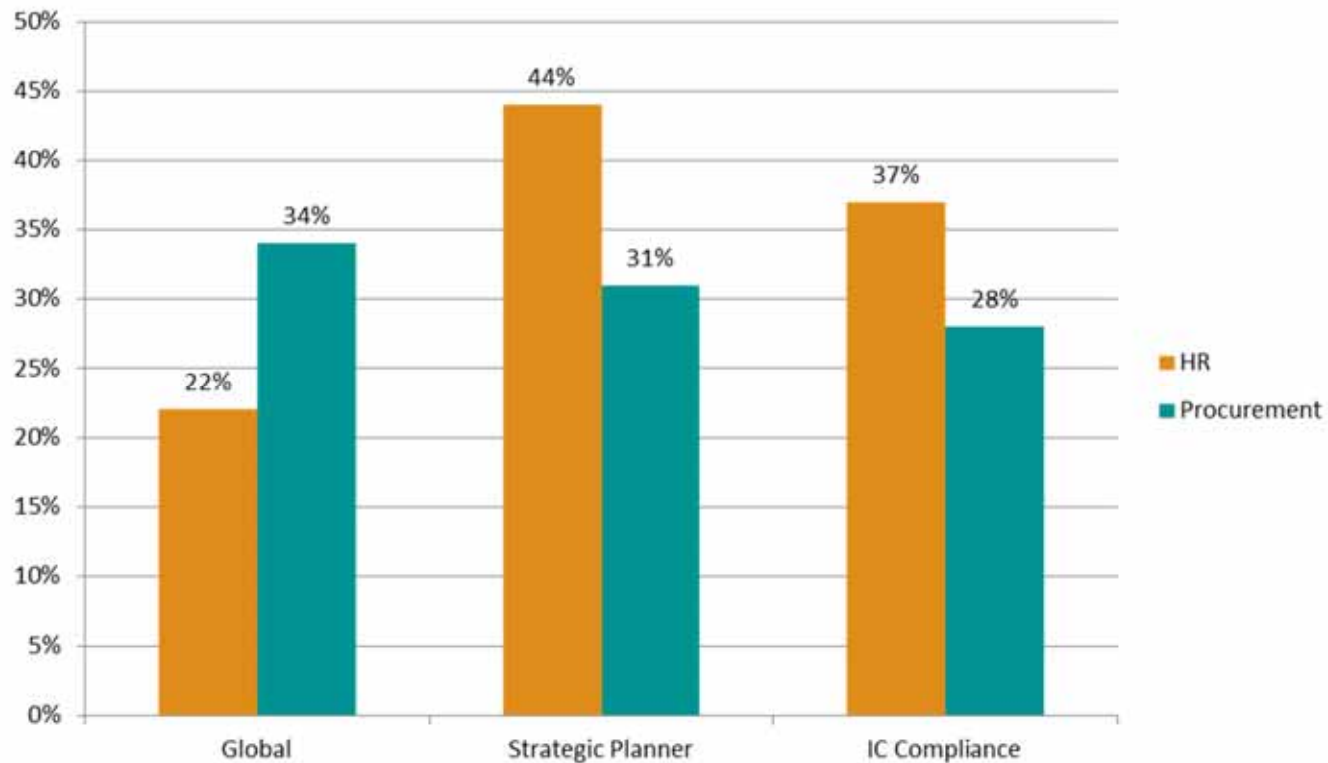




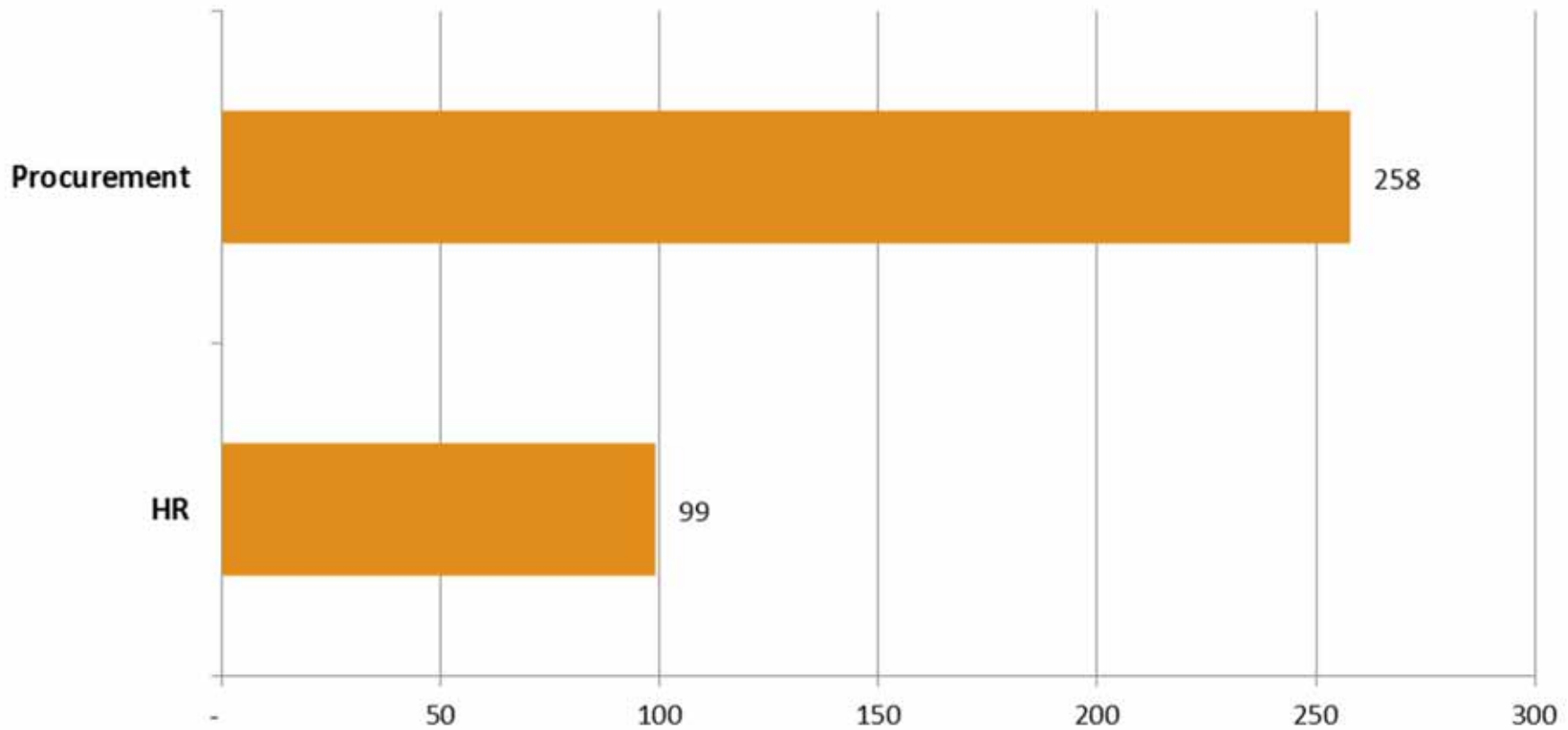
# And furthermore....plans



# What about other strategies?

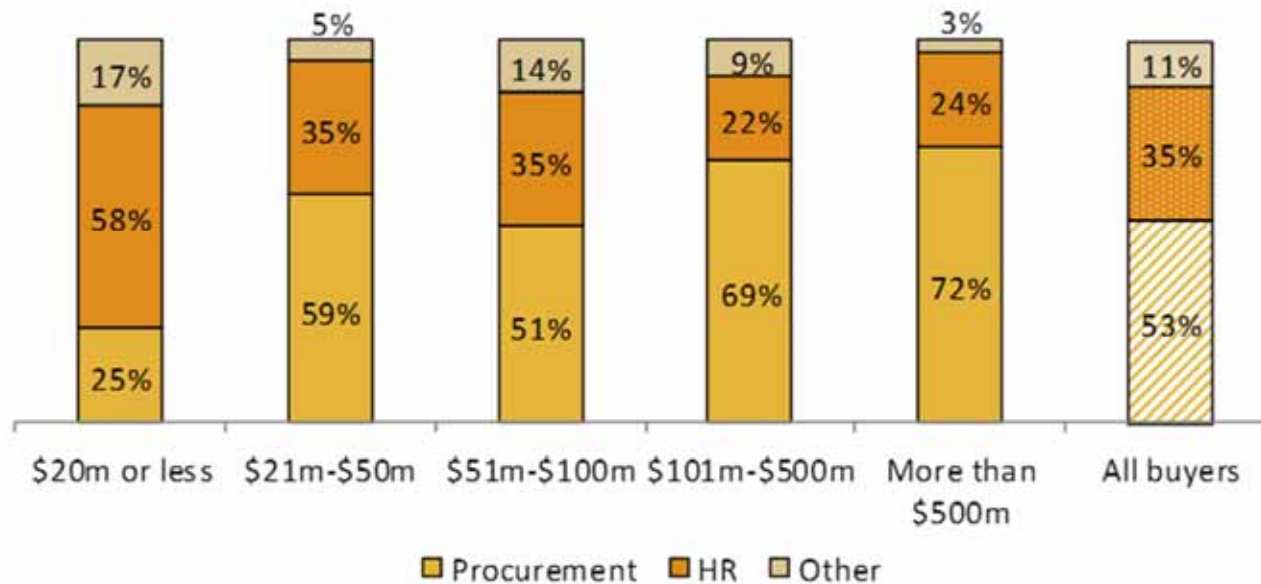


# But when the spend gets big.....



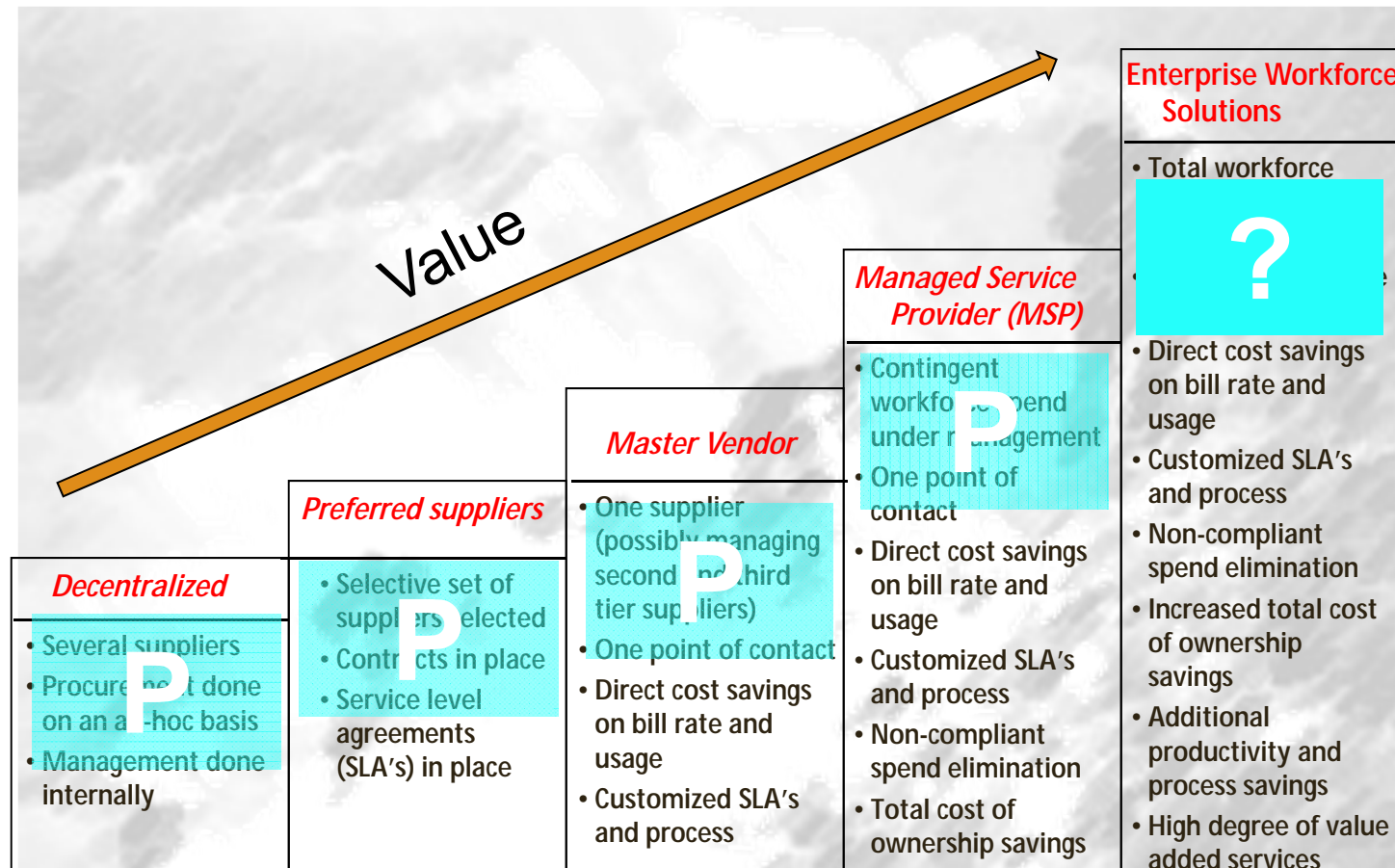
# HR is more in charge with smaller programs.

Current departments of CW managers, as a function of CW spend





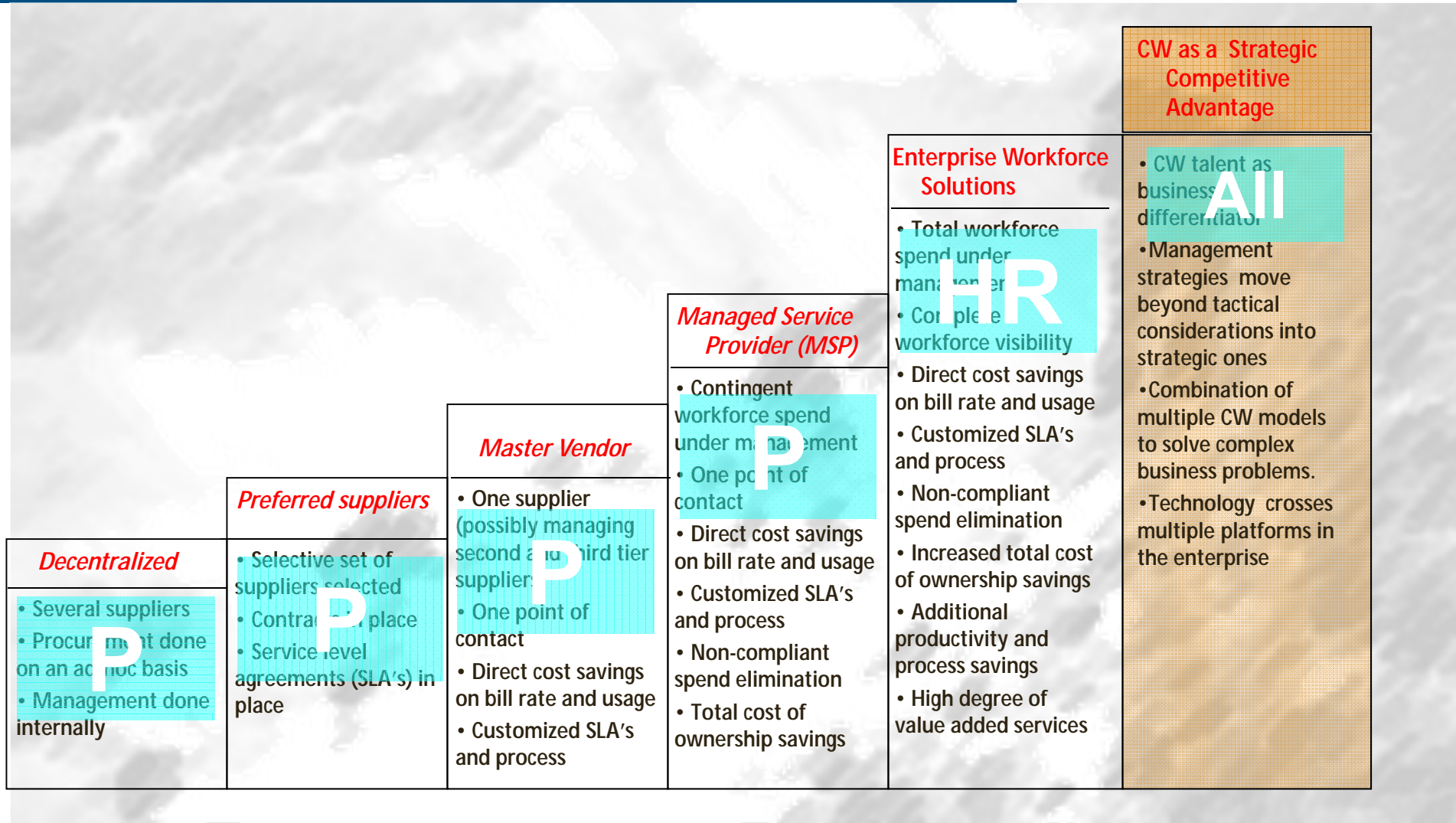
# Lifecycle of Contingent Workforce Models







# Contingent Workforce Models - moving beyond value as we know it...





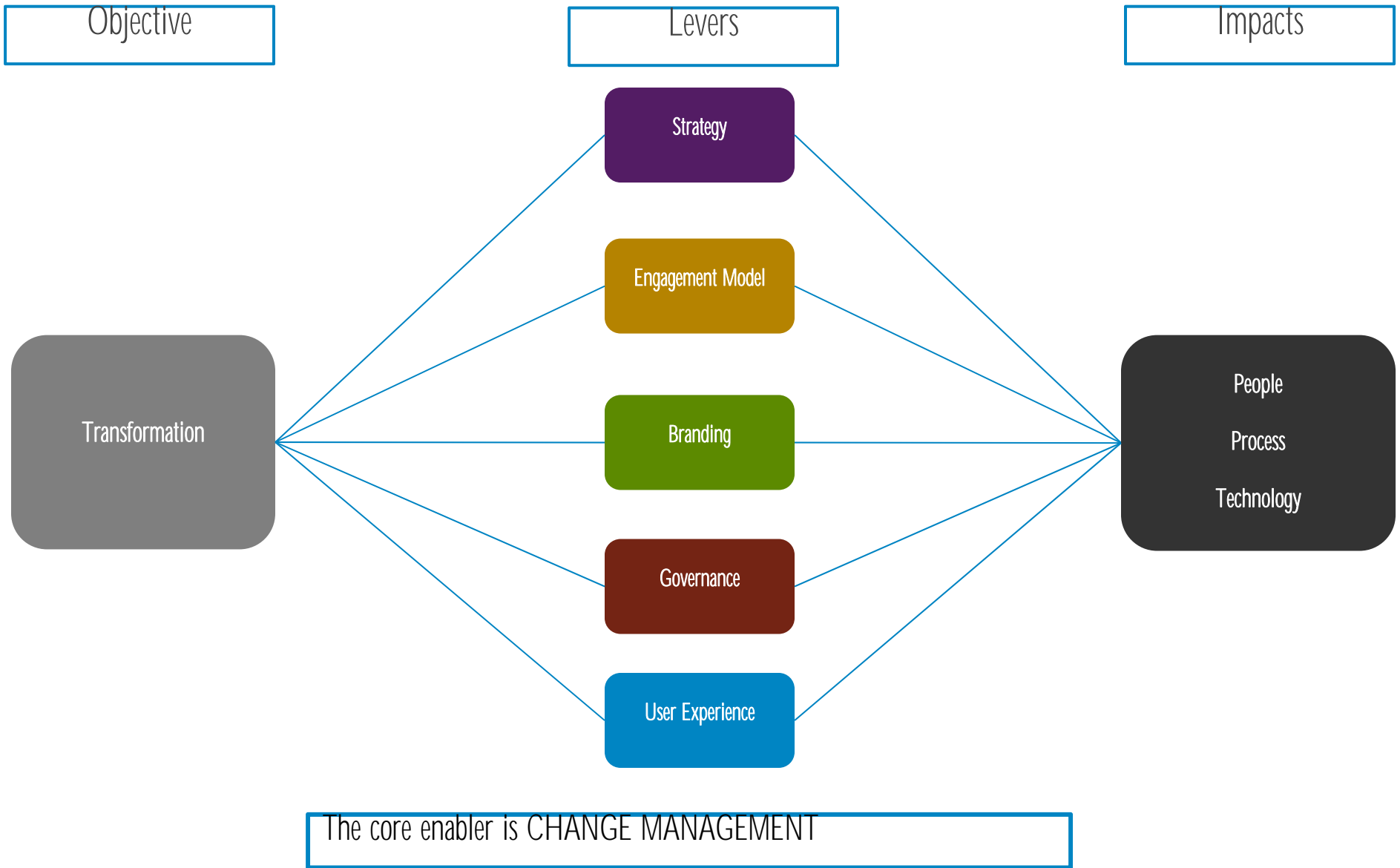
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# Contingent Labor HR Business Case

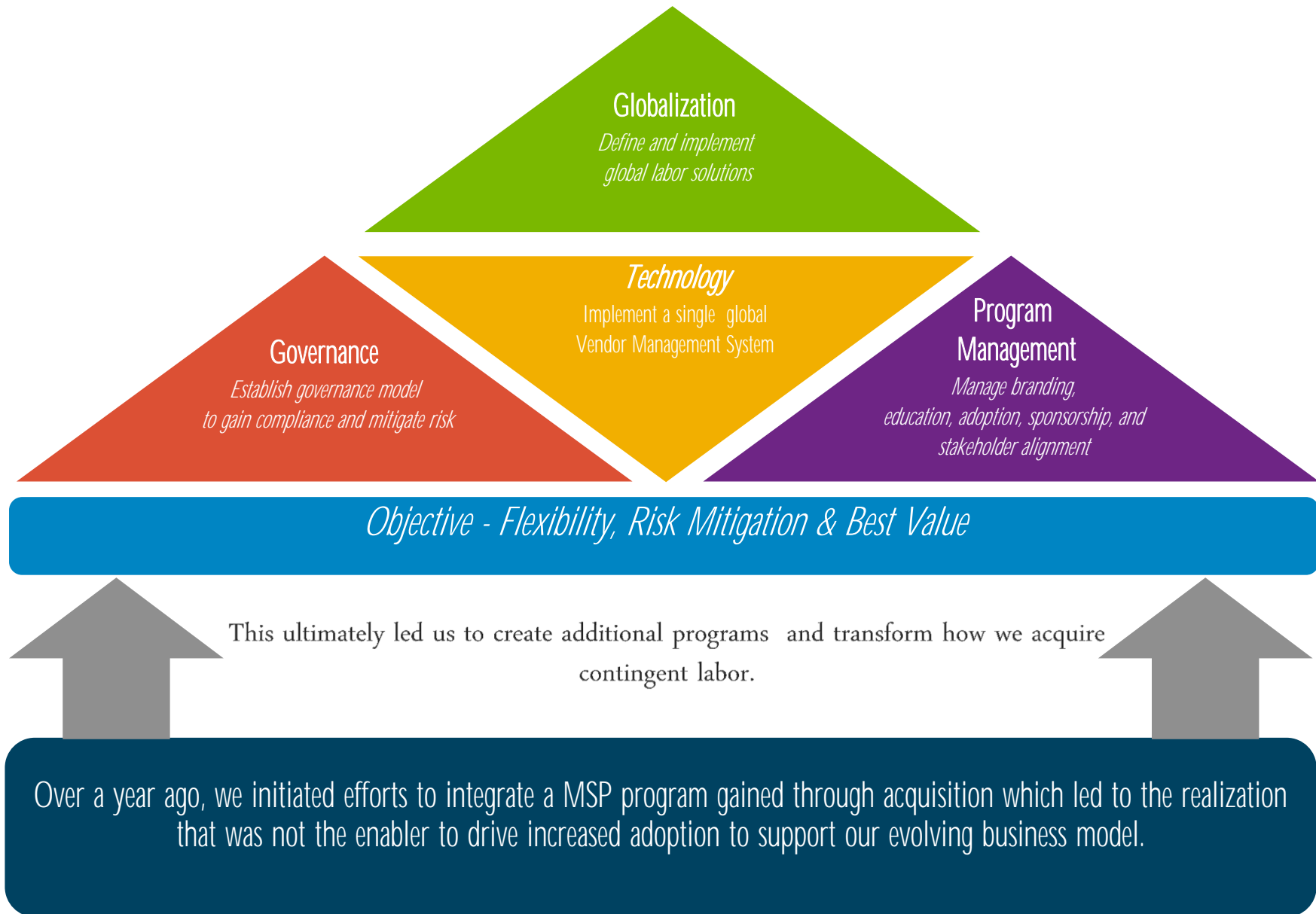
Margie Durham



# HR Value Proposition

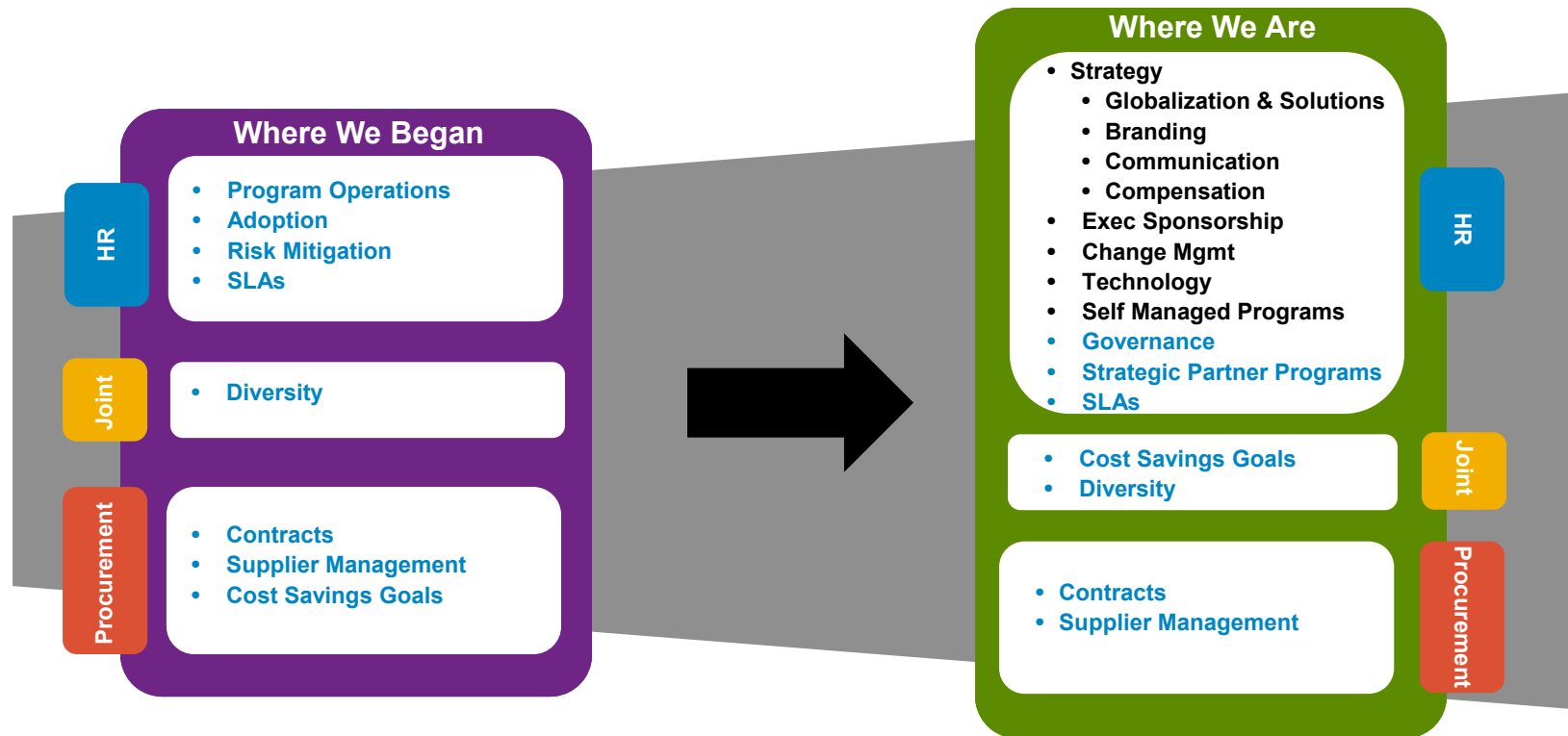


# Contingent Labor Strategy Framework



# Contingent Labor Engagement Evolution

Scope of engagement has been expanded and re-focused to develop an end-to-end solution



Transformation from a traditional category of spend program to a people oriented solution to acquire the right contingent talent at the right time in the right way



# Key HR Business Case Takeaways

## Strategy

- Vision & results
- Framework design
- Focus on end-to-end solution

## Roadmap

- Multi-year journey
- Phased approach for greater transformation impact

## Engagement

- User collaboration
- Key stakeholder support
- Play strengths of partners

## Solution Value

- Approach like an HR program – acquiring talent not a commodity
- Tie into HR tools for enhanced user experience



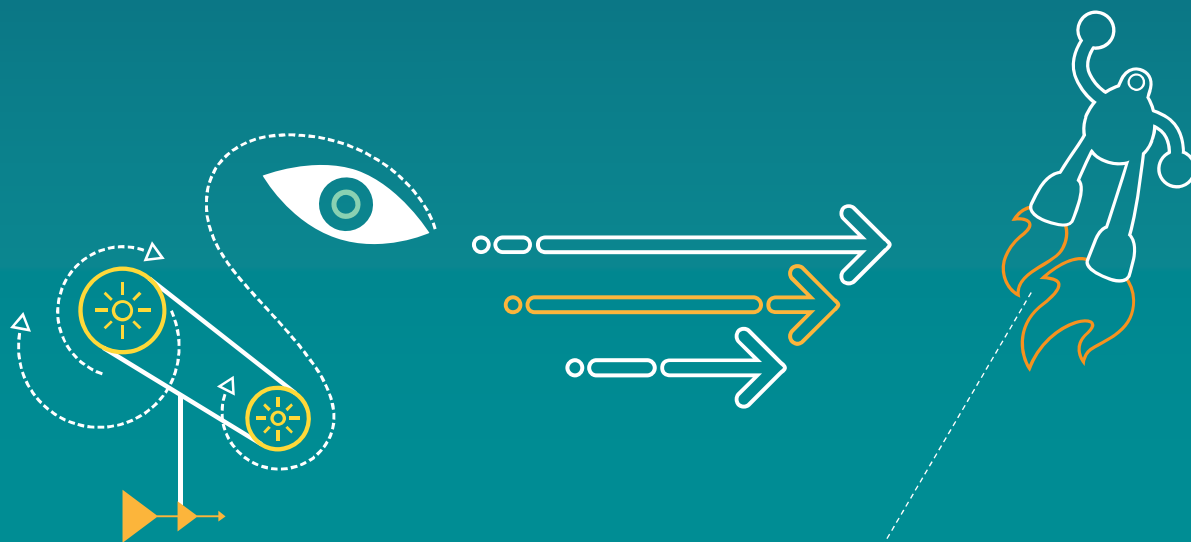
Ed Hidalgo, Sr. Director of Staffing

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# Qualcomm's Internal MSP and our Place in HR

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QUALCOMM®

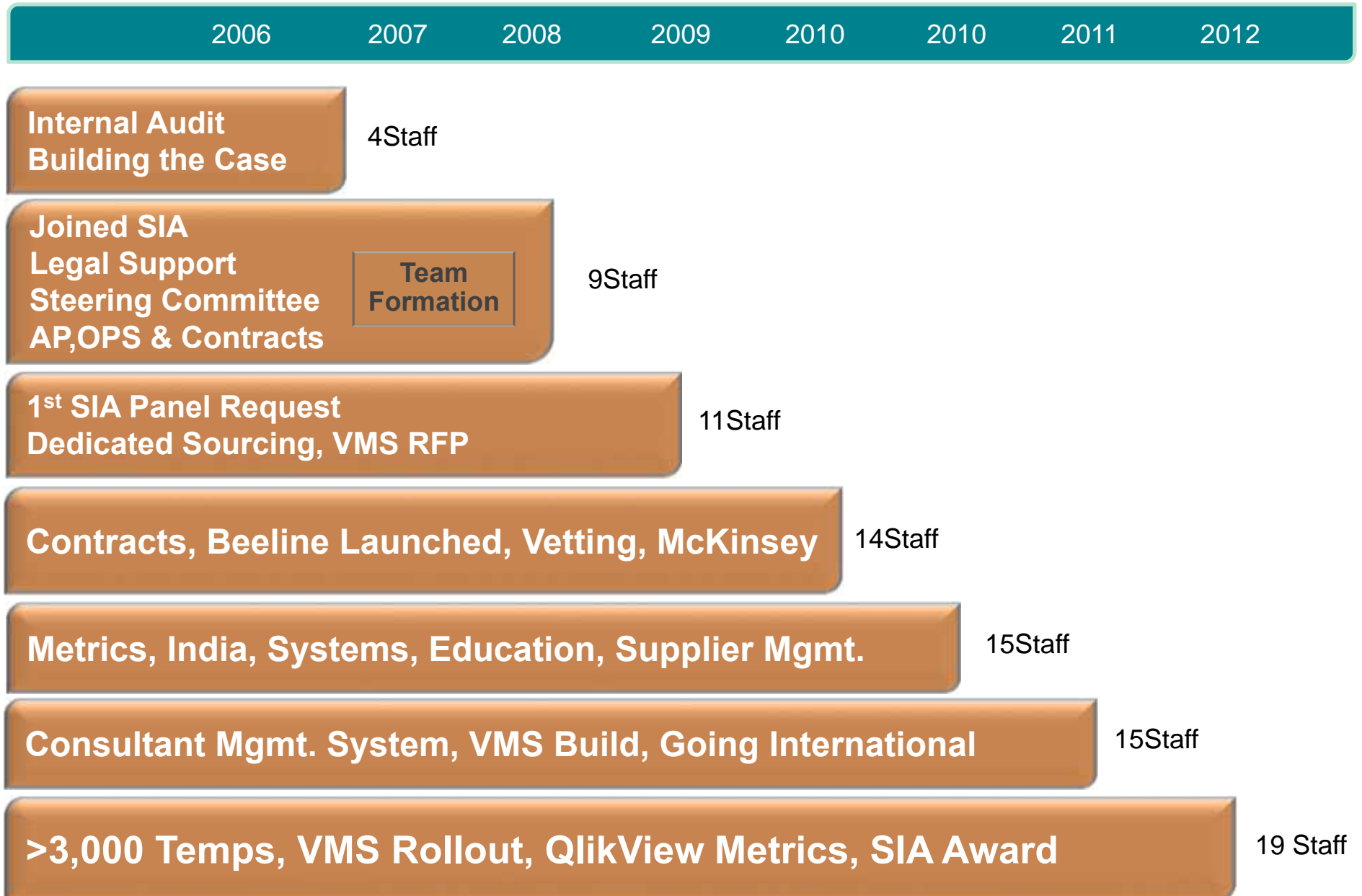




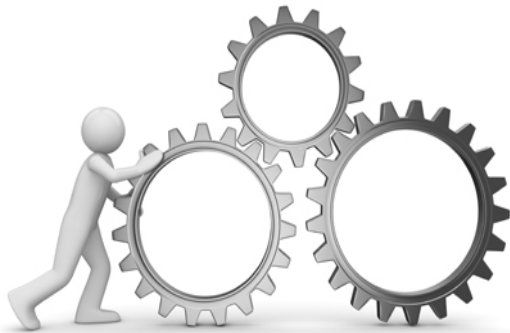
**“Never doubt that a small group of thoughtful, committed, citizens can change the world. Indeed, it is the only thing that ever has.”**

**— Margaret Mead**

# OUR JOURNEY TO SELF MANAGED MSP IN HR



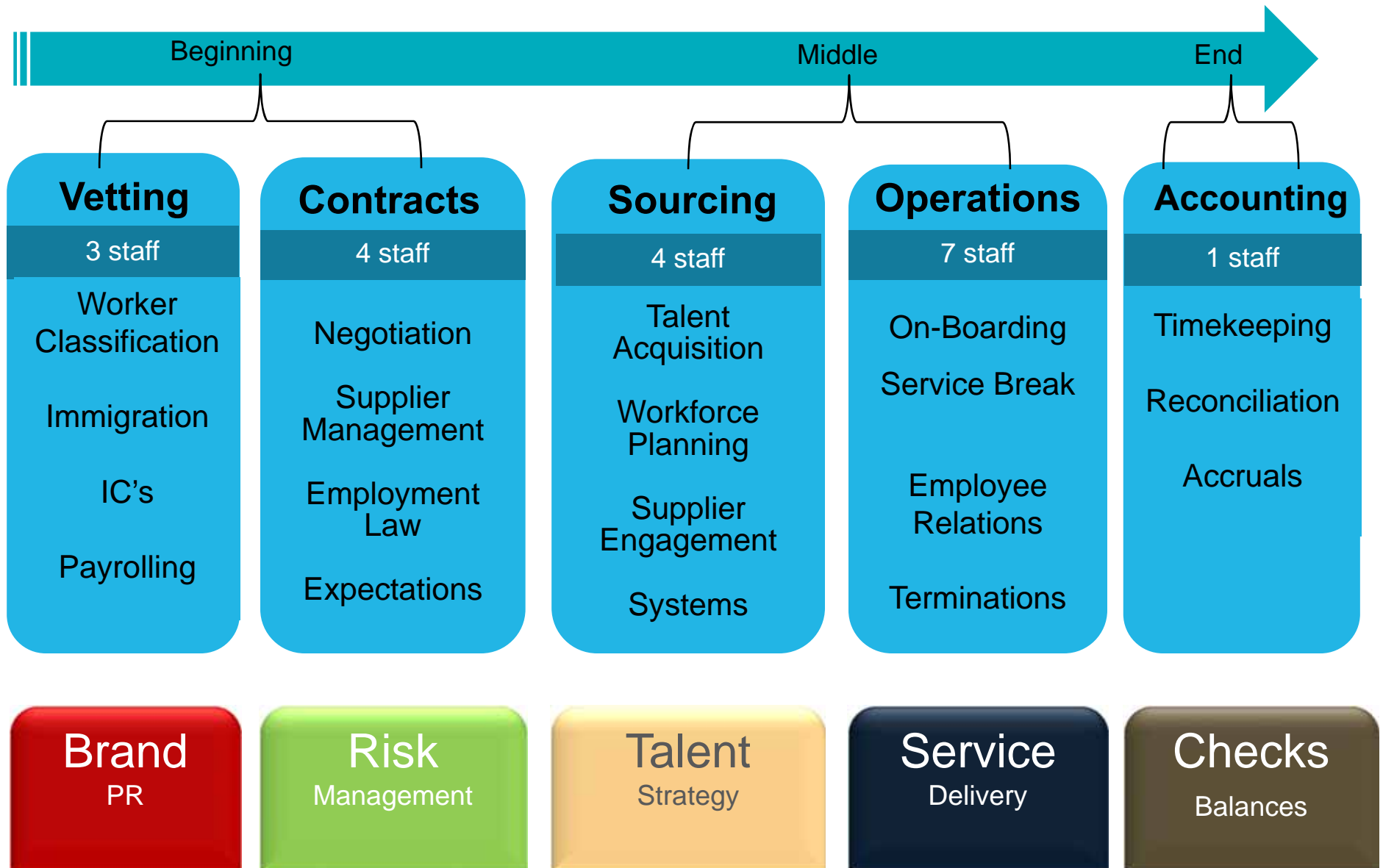
# A Day in the life of CWF/HR



- Sourcing:** Temp submitted on CPT vs OPT and possible H1Cap issue
- Sourcing:** Developing case to reclassify group of workers classified as hourly to salaried
- Contracts:** Temp paid hourly by supplier when all other temps in same group are salaried
- Contracts:** Educating supplier on LCA posting requirement for H1B
- Contracts:** Export compliance issue with candidate from embargoed country
- Operations:** Accommodation discussion for temp and manager
- Operations:** FLSA training for manager wanting to classify temp as salaried to avoid overtime
- Operations:** Counseling temp for performance issue

# 2013 – How We're Doing It In HR:

Working towards an end-to-end program that offers value across the continuum



# Why CW Works in HR?

- Involves complex people topics.
- Monitor suppliers' HR
- Core responsibility is talent management
- Established partnerships with primary support groups involved in people matters:
  - Systems, Security, Accounts Payable, Employee Relations, IT, Legal, Learning, Travel, Facilities.
- Education: Suppliers and Managers
  - FLSA
  - Immigration
  - Candidate selection
  - Performance counseling

# The Future of CW

- CW growth continues
- Healthcare portability facilitates freelance mobility
- Portfolio careers
- Fixed Term, Freelance, Temp and Consulting become commonly accepted
- Proper classification becomes mainstream
- Procurement = Supply chain
- HR = Supplier and employee management
- Employee relations, not Co-Employment drives HR departments to look closer at temp management practice



# Time for Your Questions



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Teresa Carroll  
SVP, Centers of Excellence and  
GM, KellyOCG

## 2013 Buyer Webinar Series

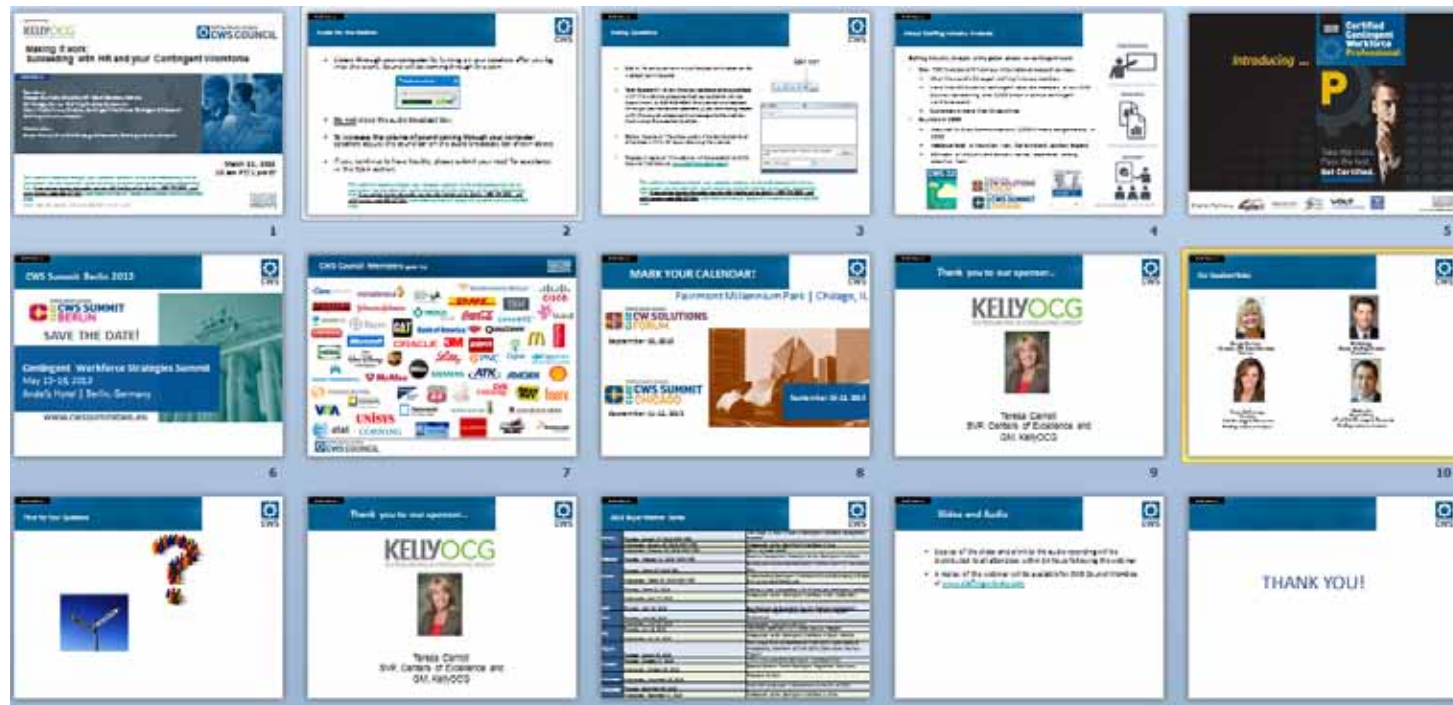


January	<i>Thursday, January 17, 2013 ARCHIVED</i>	The Future is Now- Where is Contingent Workforce Management Headed?
	<i>Wednesday, January 23, 2013 ARCHIVED</i>	Introduction to the Contingent Workforce in Asia
February	<i>Wednesday, February 20, 2013 ARCHIVED</i>	SOW - a global trend?
	<i>Thursday, February 21, 2013 ARCHIVED</i>	Creative Management Strategies for the Contingent Workforce
March	<i>Thursday, March 07, 2013 TBD</i>	Exempt and Non-exempt Contingent Workers and Why You Should Care
	<i>Wednesday, March 20, 2013 ARCHIVED</i>	Understanding Contingent Workforce Risk and Developing a Global Risk Assessment Framework
	<i>Thursday, March 21, 2013</i>	Making it work, succeeding with HR and your contingent workforce.
April	<i>Wednesday, April 17, 2013</i>	Introduction to the Contingent Workforce in the Middle East
	<i>Thursday, April 18, 2013</i>	Best Practices for Expanding Your CW Program Internationally
June	<i>Thursday, June 06, 2013</i>	Establishing Program Metrics and KPI's to Drive Program Performance
	<i>Wednesday, June 19, 2013</i>	International Legislative Review
July	<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
August	<i>Thursday, August 15, 2013</i>	The Unique Risks of Statement of Work (SOW) Consultants or Incorporating Statement of Work (SOW) Consultants Into Your Program
October	<i>Thursday, October 17, 2013</i>	Term Limits and Other Contingent Workforce Risks
	<i>Wednesday, October 23, 2013</i>	Sponsor Content: French Contingent Programme Showcase
November	<i>Wednesday, November 13, 2013</i>	Forecasts for 2014
December	<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

# Slides and Audio



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