



WEBINARS

CONTINGENT WORKFORCE  
STRATEGIES COUNCIL



# Talent Acquisition & Management for the Contingent Workforce: What the future looks like in APAC & Beyond

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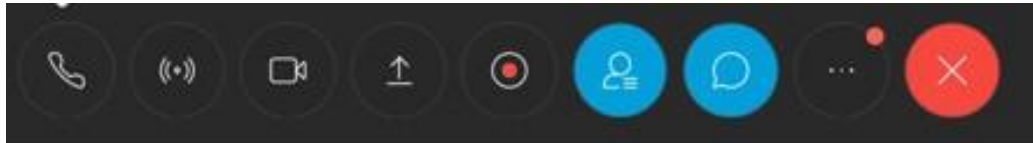
# Staffing Industry Analysts Product Overview



	Products & Services for <b>Suppliers</b>	Products & Services for <b>Buyers</b>
<i>Research &amp; Advisory</i>		
<i>Events</i>		
<i>Editorial</i>		
<i>Certification &amp; Training</i>		

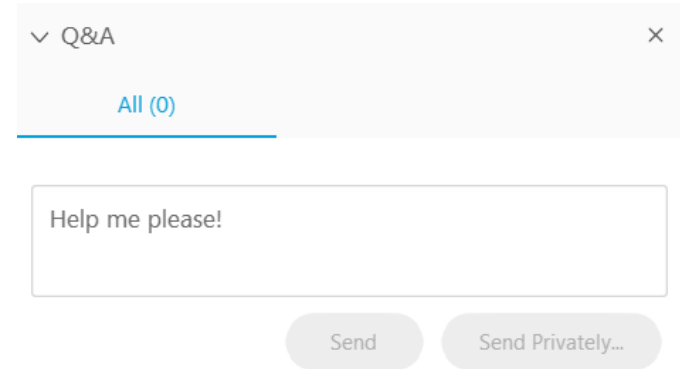
# Audio

- **Listen through your computer** by turning on your speakers after you log into the event. Sound will be coming through the audio icon (below left).
- **DO NOT** close this audio broadcast box.
- Use the **sound bar** on the audio broadcast box to **adjust the volume**.
- **Need assistance?** Please let us know in the Q&A section.



# Questions?

- Questions may be submitted at any time.
- Click on the **Question Mark section** to open the Q&A window.
- Type your question into the small dialog box and click the Send Button.
- The presentation will be shared with registrants.



Q&A

All (0)

Help me please!

Send Send Privately...



*Moderator:*



**Peter Reagan**, CCWP & SOW Management Expert

Senior Director of Contingent Workforce Strategies & Research, SIA

*Speaker:*



**Bronwen Fitzroy-Ezzy**

SVP Sales & Expansion APAC, Beeline

# Key Trends

- Growth in VMS and MSP Spend Under Management
- Total Talent Acquisition
- Statement of Work
- Contingent Workforce Becoming More Strategic
- HR and Talent Acquisition
- The Danger of Programme Complacency
- The Online Talent Economy



# 2018 MSP Global Spend by Region (\$ Billions)

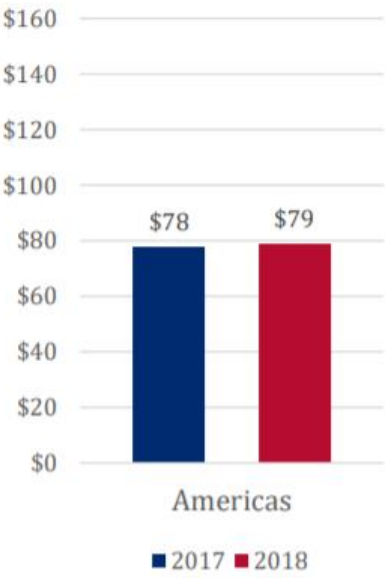
MSP Global Market Spend by Region (billions)

Annual Growth + 8%  
Share (2018):

+1%  
56%

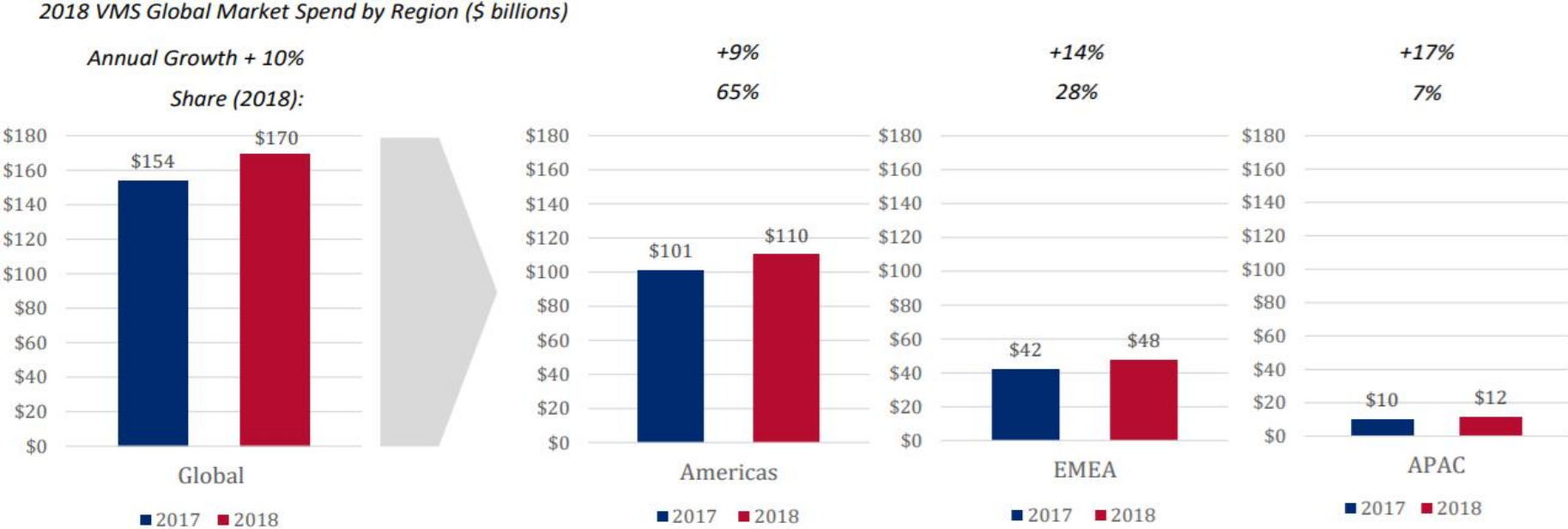
+19%  
35%

+9%  
9%



Source: SIA MSP Global Landscape & Differentiators Pt 1 2019

# 2018 VMS Global Spend by Region (\$ Billions)



Source: SIA VMS Landscape & Differentiators Pt 1 2019



# Total Talent Acquisition

Why?



# Statement of Work



# Contingent is Strategic



# Arise HR & Talent Acquisition



A hand is pointing at the word "COMPLIANCE" written in large white chalk on a green chalkboard. The board is filled with various related terms written in smaller white chalk, including "SECURITY", "AUDIT", "DATA", "MANAGEMENT", "RISK", "REGULATIONS", "penetration", "standards", "access", "process", "REPORT", "SCOPE", "control", "passwords", "POLICY", "BACKUP", "LAWs", "RULES", "recovery", "PRACTICES", "governance", "CONTINUITy", and "RULES".

SECURITY

AUDIT

DATA

MANAGEMENT

RISK

REGULATIONS

penetration

standards

access

process

REPORT

SCOPE

control

passwords

POLICY

BACKUP

LAWs

RULES

recovery

PRACTICES

governance

CONTINUITy

RULES

COMPLIANCE



# The Danger of Programme Complacency

# Technology and the Online Talent Economy



Discovery

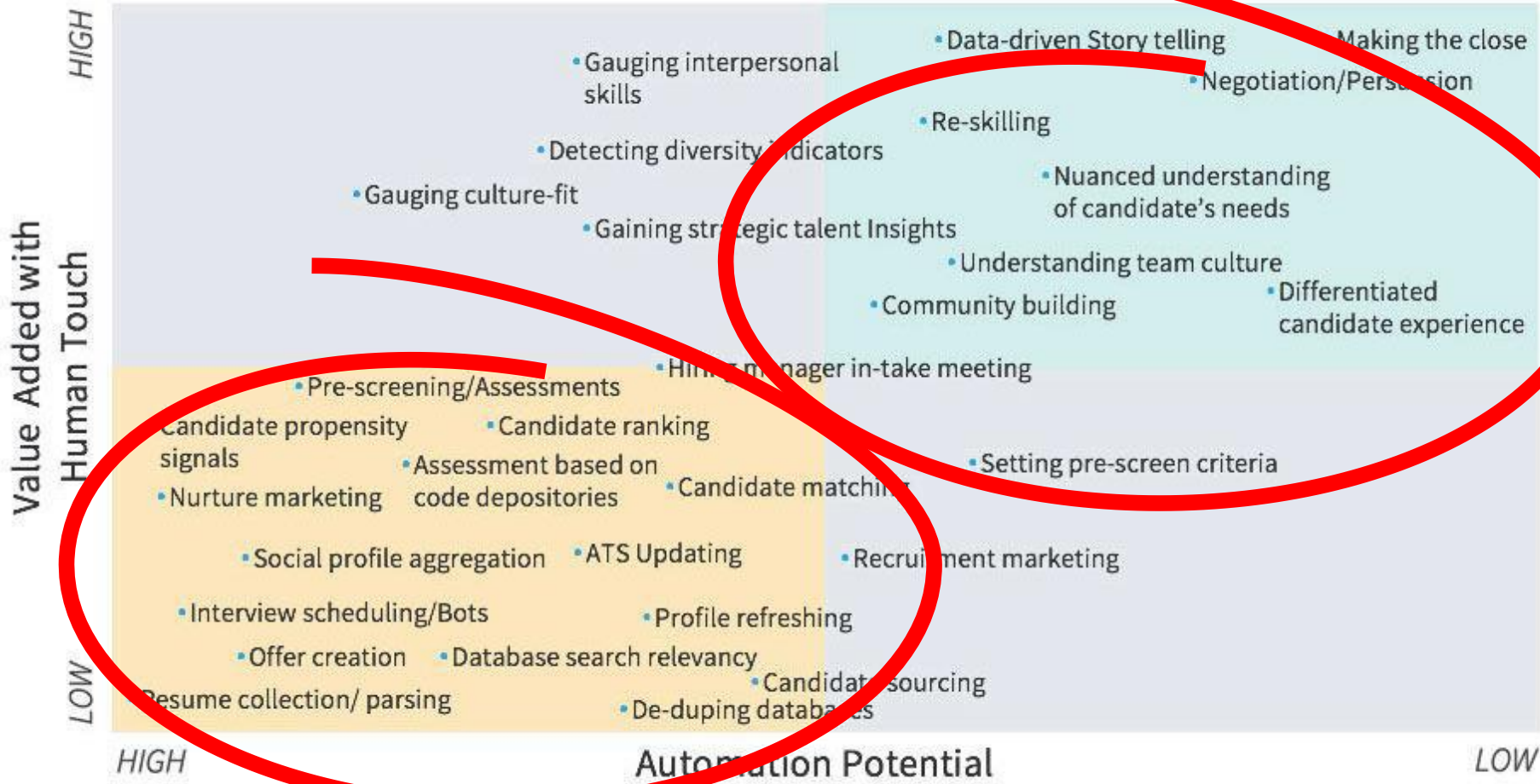
Engagement

System of  
Record

Assessment

Verification







Re-imagine your external workforce  
as a talent differentiator rather than  
another spend category to manage.

# Looking Forward

---

AI-powered experiences



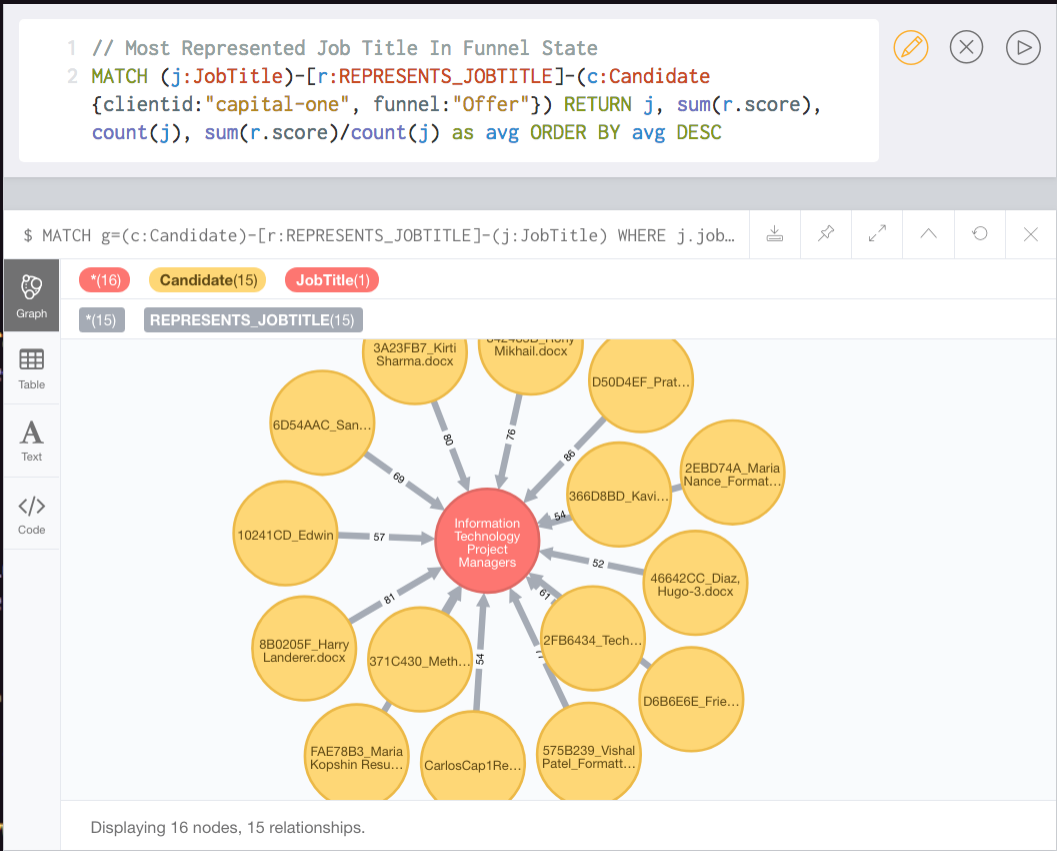
Using AI to assist, accelerate and  
augment human capital decisions  
and workflows.

Human-centric AI

```

94 //
95 natural_language_understanding.analyze(parameters, function(err, response) {
96     if (err){
97         console.log('error:', err);
98         return callback([]);
99     }
100     else{
101         console.log(JSON.stringify(response,
102             //
103             var returnPacket = [];
104             // taxonomy for sure
105             if (response.categories){
106                 for(var i=0;i<response.categories.
107                     returnPacket.push({"type":"gener
108                 "score":response.categories[i].score, "one
109             }
110             //
111             var entitiesToRemove = [];
112             if (response.entities){
113                 for (var i=0;i<response.entities.l
114                     entitiesToRemove.push(response.e
115                 }
116             }
117             // let's look at keywords and remove
118             if (response.keywords){
119                 for (var i=0; i<response.keywords.
120                     if (entitiesToRemove.join("|||")
121                         returnPacket.push({"type":"key
122                 "text":natural.PorterStemmer.tokenizeAndStem(response.keywords[i].text).join(" "),
123                 "score":response.keywords[i].relevance, "one-shot-
124                 ranker":response.keywords[i].text.charAt(0)==response.keywords[i].text.charAt(0).toUpperCase()?1:0});
125             }
126         }
127     }
128 }

```



== -1){

```
// natural_language_understanding.analyze(parameters, function(err, response) {
```

```
  if (err){
    console.log('error:', err);
    return callback([]);
  }
  else{
    console.log(JSON.stringify(response,
    //
    var returnPacket = [];
    //
    if (response.entities){
      for(var i=0;i<response.entities.length;i++){
        returnPacket.push({"type": "general",
        "score": response.entities[i].score, "one-shot-ranker":
        }
      }
    }
    //
    var entitiesToRemove = [];
    if (response.entities){
      for (var i=0;i<response.entities.length;i++){
        entitiesToRemove.push(response.entities[i].text);
      }
    }
    // let's look at keywords and remove
    if (response.keywords){
      for (var i=0; i<response.keywords.length;i++){
        if (entitiesToRemove.indexOf(response.keywords[i].text) !== -1){
          returnPacket.push({"type": "keyword",
          "text": natural.PorterStemmer.tokenizeAndStem(response.keywords[i].text).join(" "),
          "score": response.keywords[i].relevance, "one-shot-ranker":
          response.keywords[i].text.charAt(0)===response.keywords[i].text.charAt(0).toUpperCase()?1:0});
        }
      }
    }
  }
}
```

# This is Beeline knowledge graph

```
1 // Most Represented Job Title In Funnel State
2 MATCH (j:JobTitle)-[r:REPRESENTS_JOBTITLE]-(c:Candidate
   {clientid:"capital-one", funnel:"Offer"}) RETURN j, sum(r.score),
   count(j), sum(r.score)/count(j) as avg ORDER BY avg DESC
```

Graph

Table

Text

Code

Information Technology Project Managers (85)

- 3A23FB7\_Kirti Sharma.docx (78)
- Mikhail.docx (76)
- D50D4EF\_Prat... (75)
- 2EBD74A\_Maria Nance.Format... (74)
- 366D8BD\_Kavi... (73)
- 46642CC\_Diaz, Hugo-3.docx (72)
- 2FB6434\_Tech... (71)
- D6B6E6E\_Frie... (70)
- 575B239\_Vishal Patel.Format... (69)
- CarlosCap1Re... (68)
- FAE78B3\_Maria Kopshin Resu... (67)
- 371C430\_Meth... (66)
- 8B0205F\_Harry Landerer.docx (65)
- 10241CD\_Edwin (64)
- 6D54AAC\_San... (63)

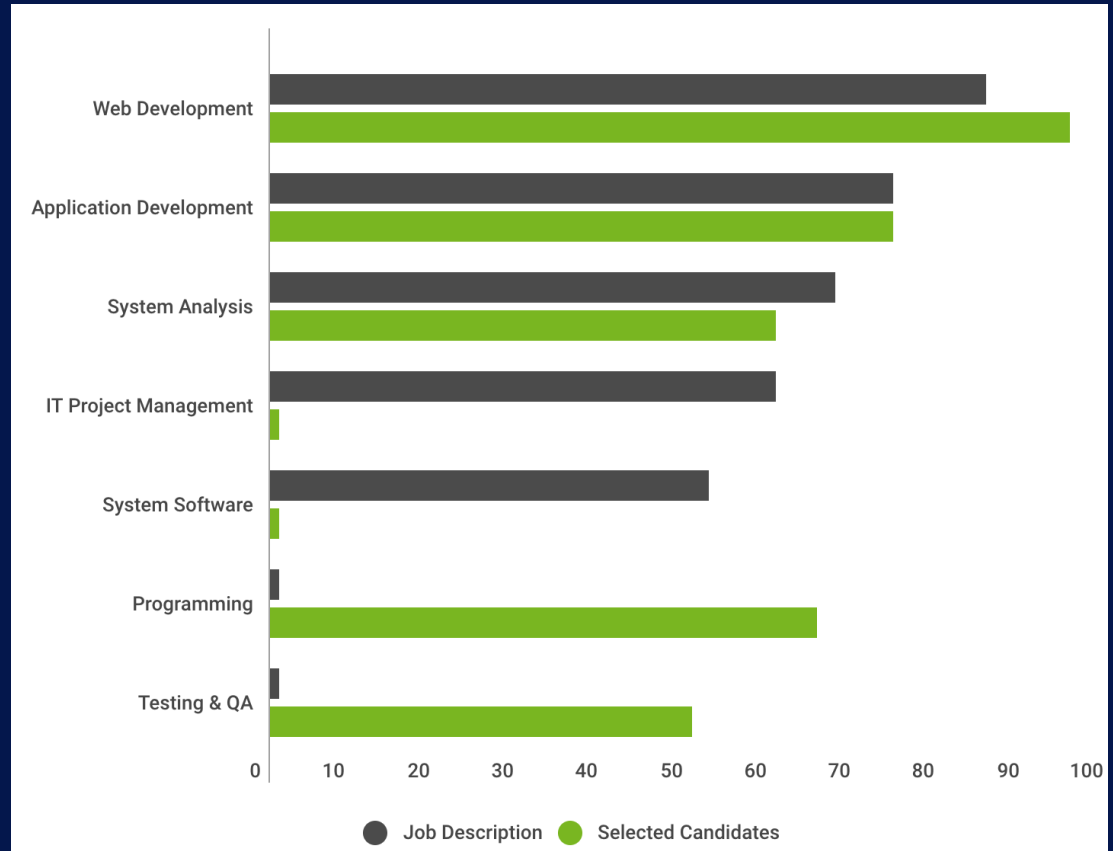
Displaying 16 nodes, 15 relationships.



THE JOB  
DESCRIPTION  
AS YOU KNOW IT  
WILL DIE

# How did a large consultancy hire their Java Developers?

Testing & QA was a significant success factor – and was never mentioned in job descriptions.





# Can AI write a smarter job description?

Yes! Data signals indicated focus on “work activities” over job description.

## Recommendations for your Job Description

Based on your selected resumes, we recommend you add these work activities to your job description to help communicate your needs more clearly.

- ✓ Important work activities detected in your selected resumes
  - Integrate software into different types of pre-existing environments, architectures, or systems
  - Set up computer systems, networks, or other information systems.
  - Develop simple informational data repositories or databases
  - Design computer or information systems or applications.
  - Optimize software performance
  - Troubleshoot computer database problems
  - Maintain computer software or code

BACK

DONE



# Ideal Candidate Profile Designer

Upload the resume(s) you would like to upload to build your ideal candidate profile. We will remove any personally identifiable information and will not store any data from your results. Then you can build what your ideal candidate profile would be to share with your suppliers. You will also be able to hide individual sections if you have concerns about bias or identification of candidates based upon specific sections of the resume.

 Click or drop files here to upload (3 files max; PDF & DOCX only)

[remove all files](#)

# Concierge Solutions

---

AI enabling a personal experience

Message

Message action bar with icons for Delete, Archive, Reply, Reply All, Forward, Attachment, Meeting, Move, Junk, Rules, Move to Other, Read/Unread, Categorize, and Follow Up.

Check out this referral



**Niraj Swami**

Niraj Swami

Thursday, January 4, 2018 at 7:39 AM

[Show Details](#)

Attachment: SampleResume.jpg (302.5 KB)

[Download All](#) [Preview All](#)

Business

See attached resume.

Manage Add-ins...

Right-hand panel showing job recommendations:

- You can invite them to apply or find similar candidates from your talent pool.
- Open Positions
  - Java Developer II (15 days old)
  - Java Architect (32 days old)
  - Software Developer I (18 days old)
- Similar Candidates
  - AL
  - RK
  - CB
  - +19

# Beeline Knowledge Graph + Outlook (matching)

Type your message...

Message

Delete
 Archive
 Reply
 Reply All
 Forward
 Attachment
 Meeting
 Move
 Junk
 Rules
 Move to Other
 Read/Unread
 Categorize
 Follow Up

Check out this referral



**Niraj Swami**

Niraj Swami

Thursday, January 4, 2018 at 7:39 AM

[Show Details](#)

[Download All](#) [Preview All](#)

# Beeline Bot & Outlook Plugin (create position)

NLP / Bot

Sure, I can help you with that. Let's begin by selecting one of your recent requests.

Bot

<b>E-Commerce Analyst</b>	<b>Data Secu</b>
8624-1	8414-1
Estimated Cost \$208,000.00	Estimated Cost \$121,440.00
Bill Rate \$200.00	Bill Rate
Work Location Jacksonville, FL	Work Location Tampa, FL

Bot at 3:31:19 PM

**8624-1** User

Great, I just need a little bit more information to get that started.

Bot

**E-Commerce Analyst**

Manages all aspects of Web systems (intranet and extranet) including design, release, and maintenance. Works with customers and technology vendors to maximize opportunities in company's Web-based presence. Requires a bachelor's degree with at least 7 years of experience in the field. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to top management.

Start Date

Duration

Bot at 3:36:20 PM

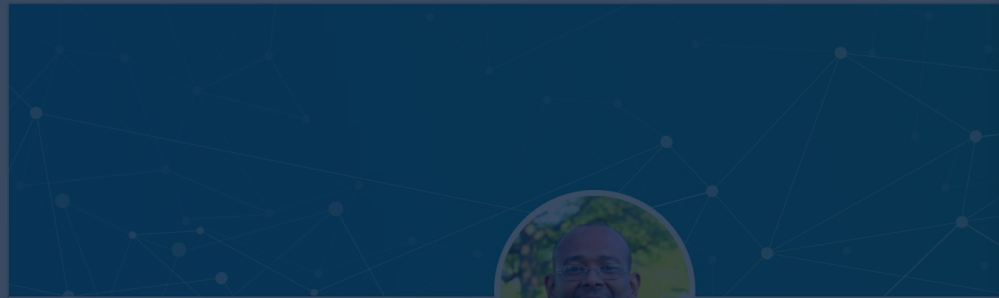
Type your message...



Search

My Network

Hire a Part-Time CFO - Access an elite network of former bankers



# Beeline Knowledge Graph + Browser plugin for LinkedIn

Rufael Yohannes • 3rd  
Java Developer at Apple  
Apple • Maharishi University of Management  
Los Gatos, California • 500+ [connections](#)

Send InMail



Talented and technically skilled Java developer with 5 years of experience as a key contributor in the development of web application technology solutions for front-end, back-end and database applications

## Based on this LinkedIn profile

You can invite them to apply or find similar candidates from your talent pool.

### Open Positions

Java Developer II  
15 days old

Java Architect  
32 days old

Software Developer I  
18 days old

### Similar Candidates





# Jane Doe

Senior Business Analyst

Jane Doe's experience appears to be largely concentrated in Business Analysis, and slightly concentrated in Information Technology (mostly Project Management). Jane has functioned in this capacity through 90% of her work experience.

Jane has 17 years of work experience, with several years tenure in management, including a low-level position.

**5**  
CANDIDATE  
RANKING

**13**  
YEARS of  
WORK EXPERIENCE

**12**  
AVERAGE MONTHS  
PER EMPLOYER

**57-64**  
BEEILNE  
MARKET RATE

Action Button

View Resume

Introduction

Skills Analysis

Employment History

Education

Introduction Social Profiles

---



# Jane Doe

Senior Business Analyst

## NLG

Jane Doe's experience appears to be largely concentrated in Business Analysis, and slightly concentrated in Information Technology (mostly Project Management). Jane has functioned in this capacity through 90% of her work experience.

Jane has 17 years of work experience, with several years tenure in management, including a

## Extraction AI

**5**  
CANDIDATE  
RANKING

**13**  
YEARS of  
WORK EXPERIENCE

**12**  
AVERAGE MONTHS  
PER EMPLOYER

**57-64**  
BEELINE  
MARKET RATE

Action Button

View Resume

Introduction

Skills Analysis

Employment History

Education





## Jane Doe

Senior Business Analyst

Jane Doe's experience appears to be largely concentrated in Business Analysis, and slightly concentrated in Information Technology (mostly Project Management). Jane has functioned in this capacity through 90% of her work experience.

Jane has 17 years of work experience, with several years tenure in management, including a low-level position.



Action Button

View Resume

Introduction

Skills Analysis

Employment History

Education

Introduction

Social Profiles

“How can I help you?”

---

Replaces navigation and form fills

### Federated Search, NLP, Bot

NLP, NLG  
IBM Watson  
Google AI  
Extraction AI

### Prediction AI



**Welcome back Samantha,**

It's 3:49pm on Friday and **you haven't approved your timesheets** yet.

Would you like to do that now?

yes Please

Other common actions you perform on a Friday afternoon.

1. [Review Project Budgets](#)
2. [Compare Candidate Submissions](#)
3. [Review next week's interview schedule](#)

### Prediction AI

### NLP / Bot

Have something else in mind? Tell us what you'd like to do.

ex. "Open Request" or "Go to report builder"



**Talent You Know**



Alumni



Applicant via  
Careers Page



Job Boards



Payrollee



Social Media



Known Private  
Talent Pool  
Member



Employee  
Referral



Retiree/Intern



Preferred  
Supplier  
Submitted  
Talent



Unknown  
Private Talent  
Pool Member



Freelancer



Public Talent  
Pools

**Talent Who  
Knows You**

**Talent You  
Find**

# Total Workforce Optimisation requires SOW management

**47% of APAC programmes**

44% in the Americas,

41% in EMEA

**incorporate SOW spend  
into CW programmes.**



**SIA**  
STAFFING INDUSTRY ANALYSTS  
Global

CONTINGENT  
WORKFORCE STRATEGIES  
COUNCIL



*Operational Best Practices*

## Ten Steps to Designing an SOW Management Strategy and Business Model

A Guide for Contingent Workforce Program Managers

June 24, 2019 | Jo Mattkin, Global Workforce Solutions Research Director | [jmatkin@staffingindustry.com](mailto:jmatkin@staffingindustry.com)

*Source: SIA regional buyer surveys*

# Workforce technology undergoing digital transformation

VMS evolution is taking 2 different directions

1. spend-focused/e-procurement technology track
2. talent-focused, agile workforce technology track

Human-centric AI

- augment human capital decisions
- accelerate workflows
- assist talent identification & selection

Direct sourcing opens up more talent channels

Analytics unlock potential of your workforce data

# Time for Your Questions...



# Useful SIA Resources



- [MSP Landscape & Differentiators 2019 Part 1](#)
- [VMS Landscape & Differentiators 2019 Part 1](#)
- [The Gig Economy and Human Cloud Landscape: 2019 Update](#)

Contact the SIA CWS Council team at [enterpriseservices@staffingindustry.com](mailto:enterpriseservices@staffingindustry.com)





**CWS SUMMIT  
EUROPE**

**21-22 April 2020**

**Royal Lancaster Hotel | London**

**🐦 @CWSSummit #CWSSummit**



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Join your peers for the premier conference for contingent workforce professionals from Europe's leading organisations. This event features case studies and real-world solutions for the evolving challenges in managing today's workforce solutions programme.

**Register now at [www.cwssummitwe.eu](http://www.cwssummitwe.eu)**



Certified Contingent  
Workforce Professional

View the full schedule of classes at:  
[www.staffingindustry.com/certification](http://www.staffingindustry.com/certification)  
@SIACCWP #CCWP

## Invest in Your Future. Today.

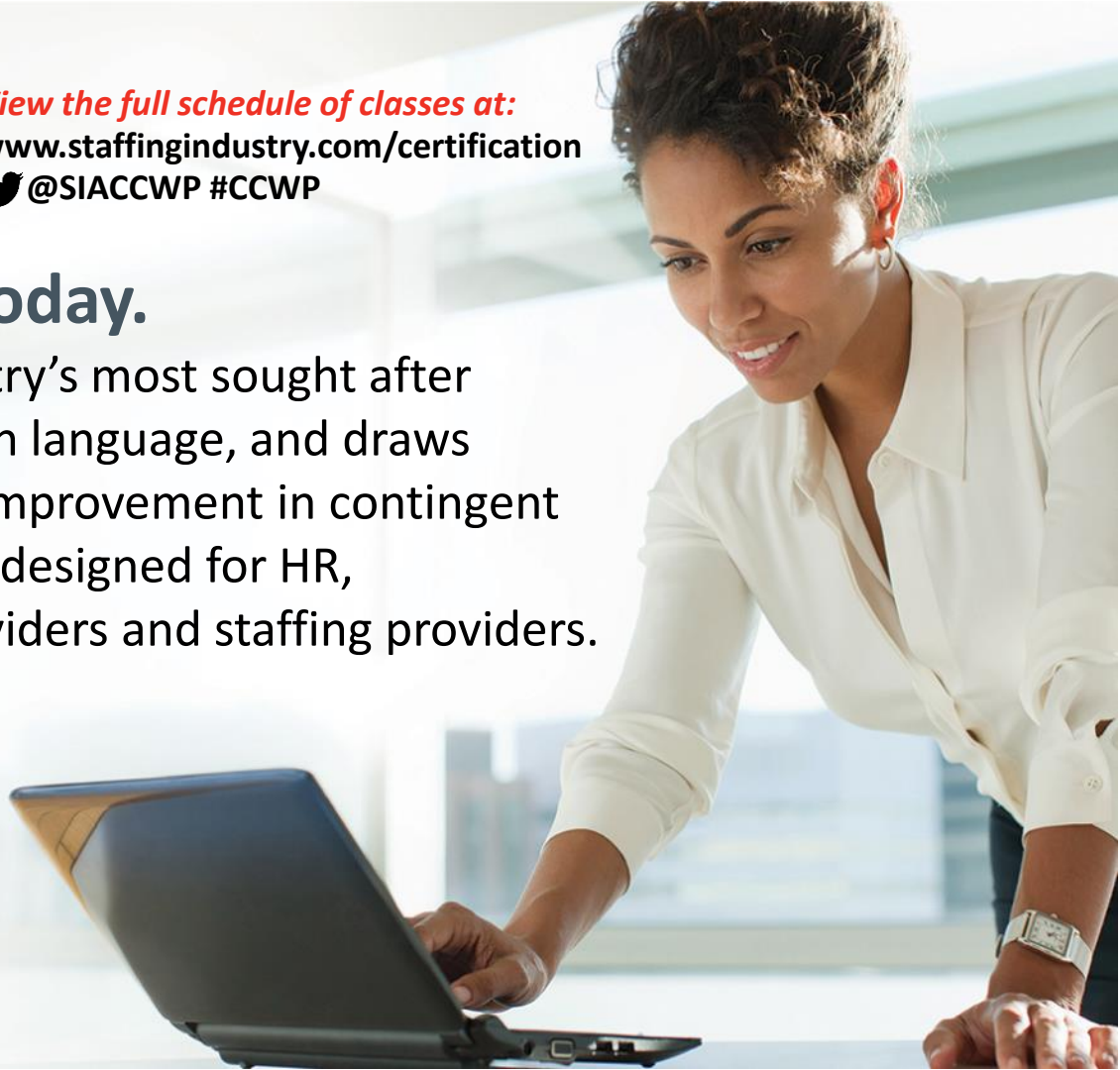
CCWP is fast becoming the industry's most sought after accreditation. It unifies a common language, and draws a road map for your continuous improvement in contingent workforce programmes. CCWP is designed for HR, procurement, MSP solutions providers and staffing providers.

**Register Today!**

CCWP PARTNERS



CHARTER





CCWP Statement  
of Work Expert

View the full schedule of classes at:  
[www.staffingindustry.com/certification](http://www.staffingindustry.com/certification)  
@SIACCWP #CCWP

## Expand Your Expertise in SOW. Now.

SOW Management Expert Class will help you:

- Control costs and enhance SOW project/services quality
- Establish and optimise SOW programme management capabilities
- Elevate your knowledge and career

**Register Today!**

**Upcoming Class – 21-22 November 2019, London**

CCWP PARTNERS



CHARTER





- Copies of the slides and a link to the audio recording will be distributed to all attendees within 48 hours following the webinar.
- A replay of this webinar will be available for our CWS Council and Premium Corporate members at: [www.staffingindustry.com/webinars-buyer](http://www.staffingindustry.com/webinars-buyer)

# About Staffing Industry Analysts (SIA)








Founded in 1989, 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](http://www.staffingindustry.com)

For global coverage across the workforce solutions ecosystem, follow us  @SIAnalysts and connect via    YouTube 

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