



WEBINARS

CONTINGENT WORKFORCE  
STRATEGIES COUNCIL



# Post-Crisis Workforce Planning: How to Deal with a Discontinuous Shift in the World of Work

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*Speakers:*

- Peter Reagan, CCWP & SOW Mgmt. Expert Senior Director of Contingent Workforce Strategies & Research, SIA
- Alastair Dobson, Senior Client Relationship Manager, Beeline



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# Staffing Industry Analysts Product Overview



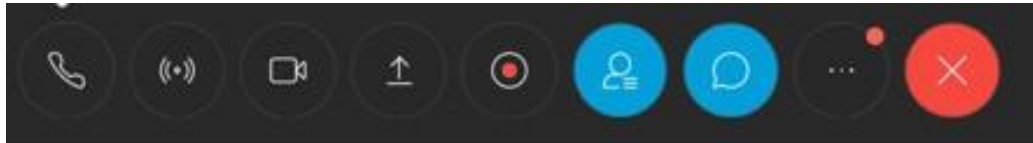
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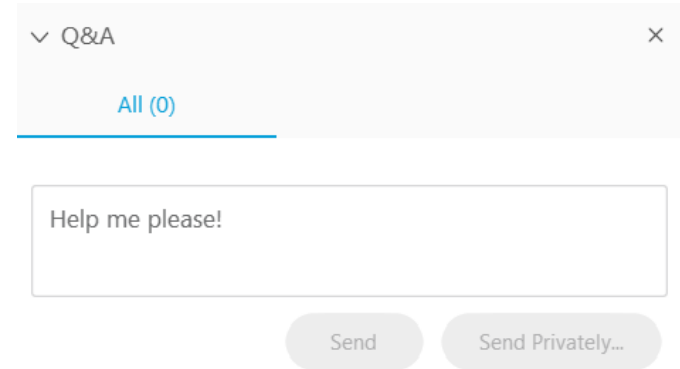
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A screenshot of a Q&A interface. At the top, there is a header with a dropdown arrow, the text "Q&A", and a close button (X). Below the header, the text "All (0)" is displayed. A large text input field contains the placeholder text "Help me please!". At the bottom right of the input field, there are two buttons: "Send" and "Send Privately...".



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# COVID-19 Resource Center



June 10, 2020

*Updated 06/10/2020*

Curated and updated daily by SIA, the resources below represent a collection of articles, data tools, and websites that offer actionable insights related to the coronavirus and COVID-19 outbreak. The section at the bottom lists SIA research reports that may be particularly relevant to our Corporate Members and CWS Council Members during this time of strategic and tactical adjustment. We will be continuously updating the resources on this page as events unfold.

#### Live statistics and general information:

##### GLOBAL

- [Global COVID-19 cases live tracker](#)
- [IMF: Policy tracker by country](#)
- [OECD: Key country policy responses](#)
- [COVID-19 government response tracker \(Oxford\)](#)
- [World Health Organization \(WHO\) – information & guidance on COVID-19 outbreak](#)
- [WEF: What you need to know on COVID-19](#)

##### EMEA

- [UK government's response to COVID-19: action plan & statistics](#)
- [UK government: Measures to protect contingent workers affected by COVID-19](#)
- [Statistics and latest updates in Italy](#)

#### Corporate policy and resources for staffing firms:

- [Randstad's guide for a safe restart and best practice protocols](#)
- Download the attachment below for Osborne Clarke's guide on exiting lockdown  
[Exiting from lockdown - Key issues for UK employers.pdf](#) 1.07 MB
- [UK: Coronavirus hub - latest developments and announcements from government \(REC\)](#)



Keynote:

# **Beyond Tomorrow: A Time Travelers Guide to the Contingent Workforce**

**Peter Reagan**, CCWP, SOW Mgmt. Expert.

Senior Director of Contingent Workforce Strategies & Research,  
SIA



Trends

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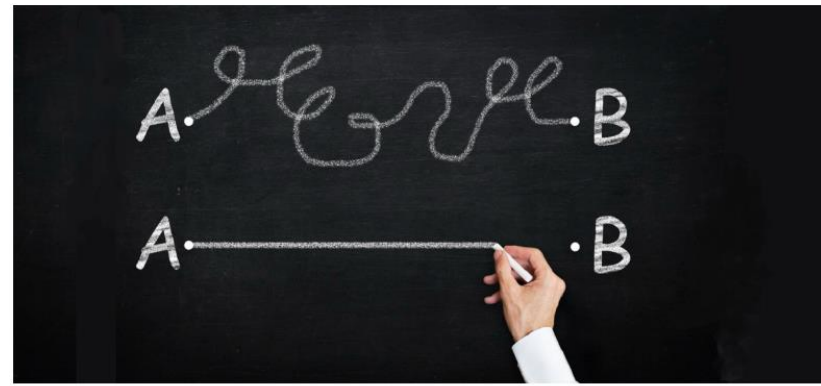
FUTURE



# 1. Remote Working

# 2. Technology Awareness

# 3. Economic Reality



Tech adoption: Has Covid-19 thrust us years ahead?

In my keynote talks at SIA's 2019 Contingent Workforce Strategies Summits in both London and San Diego, I talked about how it would take an economic downturn to drive the uptake of new technologies that would transform our industry, and how I foresaw a new working arrangement happening in 2030 to 2040. Then Covid-19 happened. Its impact on the world will, I believe, drive us to arrive at my forecasted destinations far sooner than I ever imagined.

**The Premise.** During my talks, I noted that impact of technological advancements in the staffing industry was happening at a faster rate than ever before, but I also cautioned that they would never advance so slowly again. I also warned that when it comes to advances in technology and its impact on the workforce solutions ecosystem, intellectual complacency is simply not an option at this time. Organizations and workforce program professionals who ignore these advances, or simply remain unaware of them, do so at their own peril.



I also discussed the typical technology adoption curve, in which we see the "innovators" – those who are the first to try new technologies – with "early adopters" hot on their heels. Typically, those are followed by three other groups – the "early majority," the "late majority" and the "laggards." I argued that within the workforce solutions ecosystem, however, we were stuck in the middle of an adoption gap, a period of stagnation before the other three phases of the adoption cycle can occur. I, for one, have eagerly awaited the "early majority" phase, which will drive a radical shift in how programs are managed and delivered.

**Bridged gap.** I had expected it would take an economic downturn to drive the early majority into action, as organizations sought to drive costs down and improve efficiencies. I could hardly have foreseen the dramatic events of the last three months that have catapulted the world into a completely new way of remote working. Organizations and individuals around the world have been forced to experiment with new technologies and ways of working that could only have happened as a result of this catastrophic pandemic and government mandates.

# Life After Covid-19

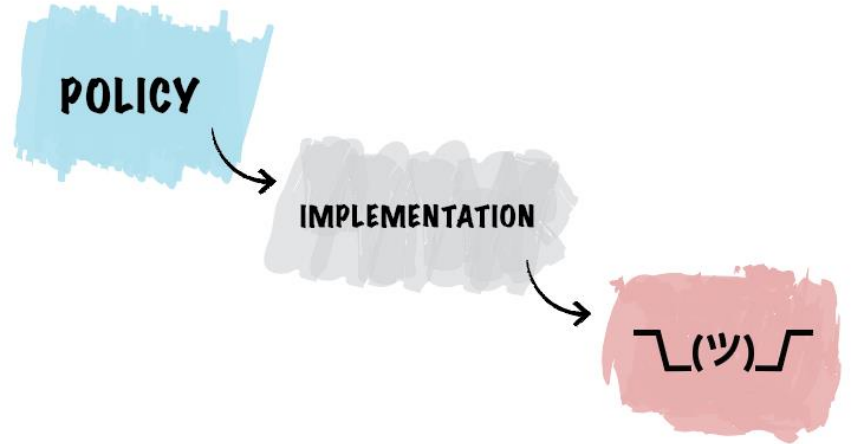
Policy, Procurement, Productivity, Personal



# Policy



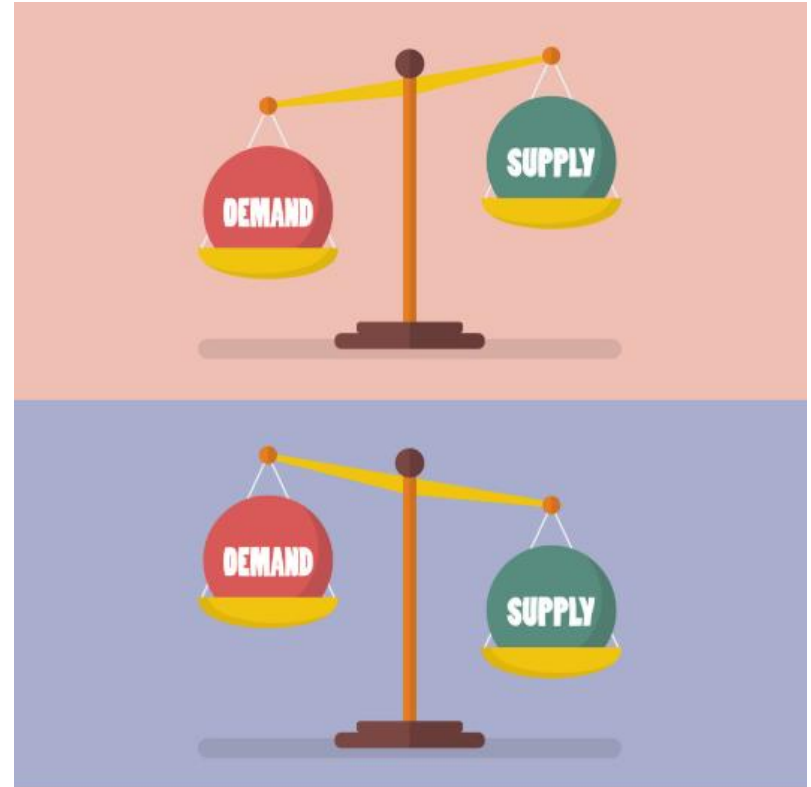
- PTO
- Sick Pay
- Short term Benefits
- Long term Benefits
- Remote Worker



# Procurement



- Supply and Demand
- Rate Card Review
- MSP/Program Office Expansion/Contraction
- Market/Program Strategy
- Supplier Selection/Utilisation
- Supplier Dependency

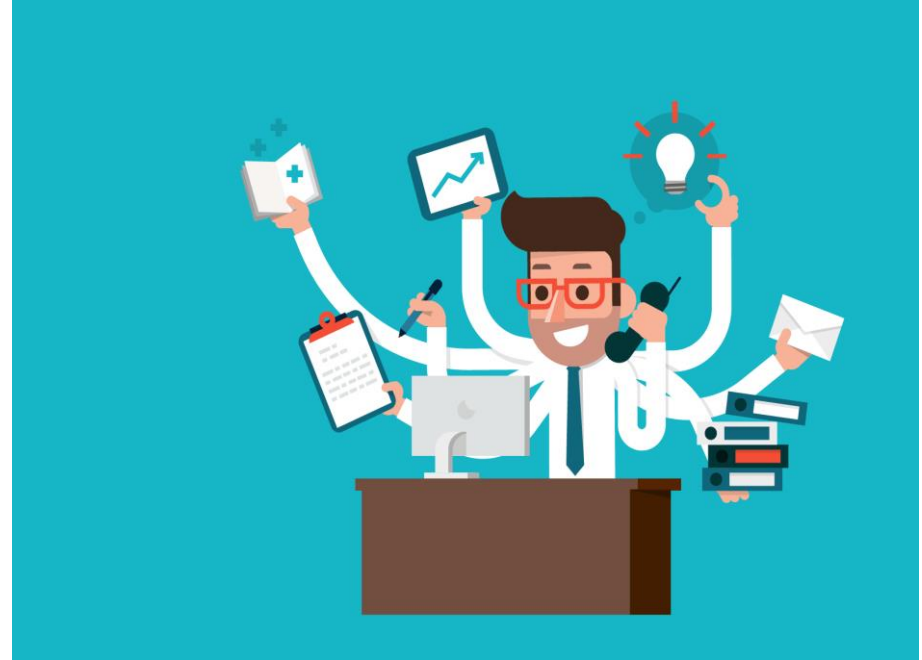




# Productivity



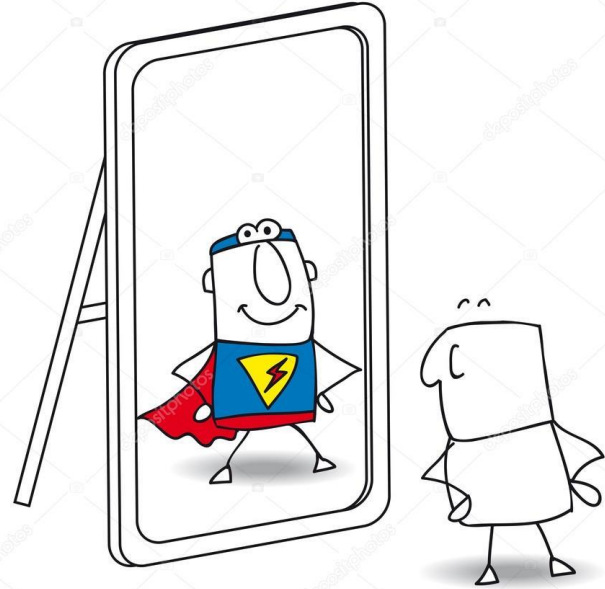
- Worker Technology
- Remote Workforce Strategies
- Corporate ROI Driver Re-alignment
- M&A Activity
- Talent Brand
- Shift of Mission



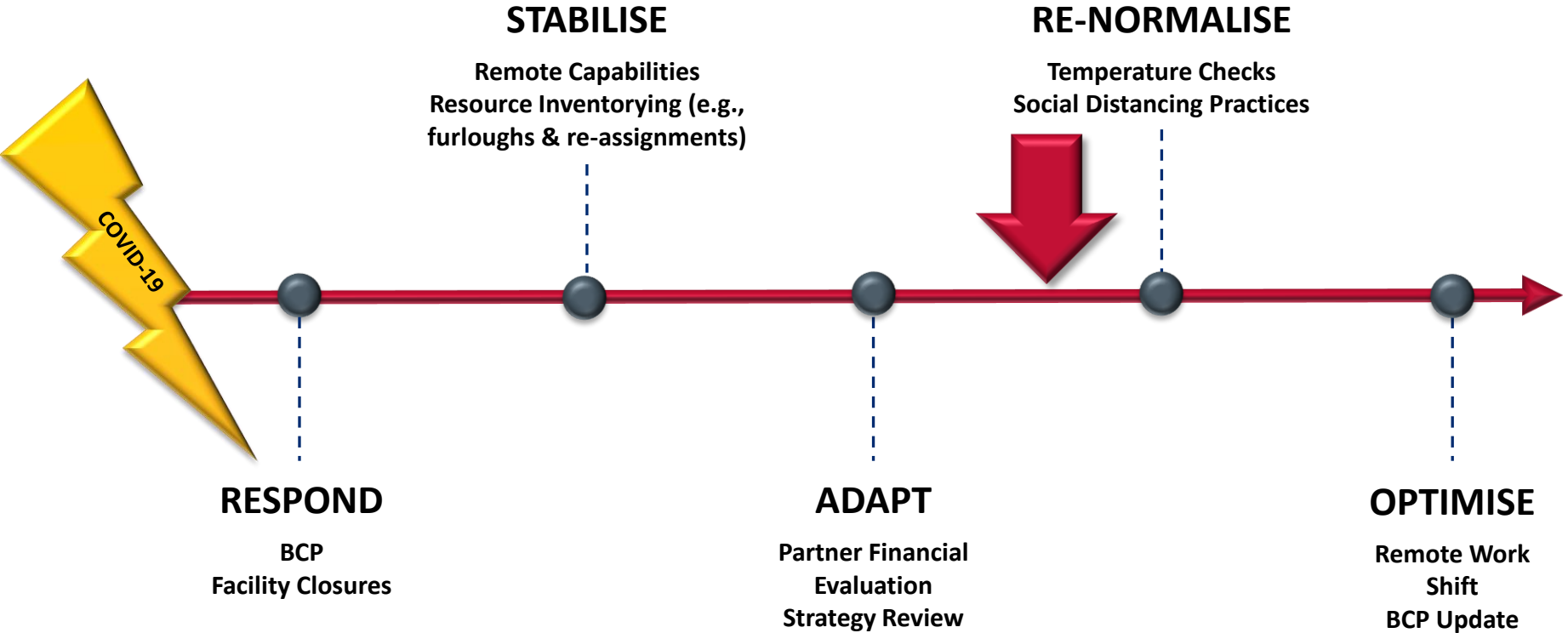
# Personal



- Workforce Rebalance
- Driving Adoption/Change
- Value Execution
- Tactical to Strategic Mindset
- 80/20 Focus
- Delegating to the Floor
- Education



# COVID-19: Current Market Timeline



# Our Speaker



Alastair Dobson

Senior Client  
Relationship Manager



# POST-CRISIS WORKFORCE PLANNING

How to deal with a discontinuous  
shift in the world of work

18 June 2020

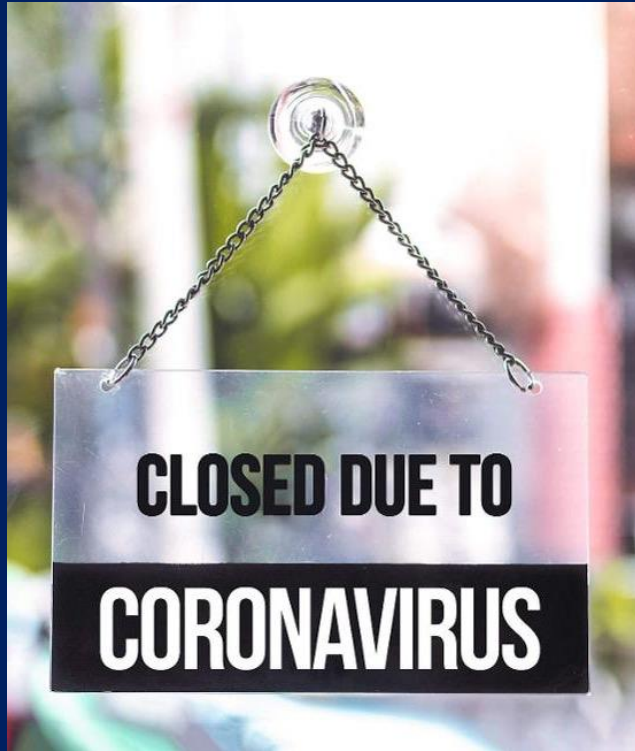
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# Agenda

- Business Continuity and Workforce Continuity
- Old rules no longer apply
- Planning for the 'new normal'
- Which issues are critical, urgent, or both?
- First steps first, then next steps
- Q&A

We understand what you are going through. These are not normal times.



?



# Why Workforce Continuity Planning?

Because yesterday's rules no longer apply.

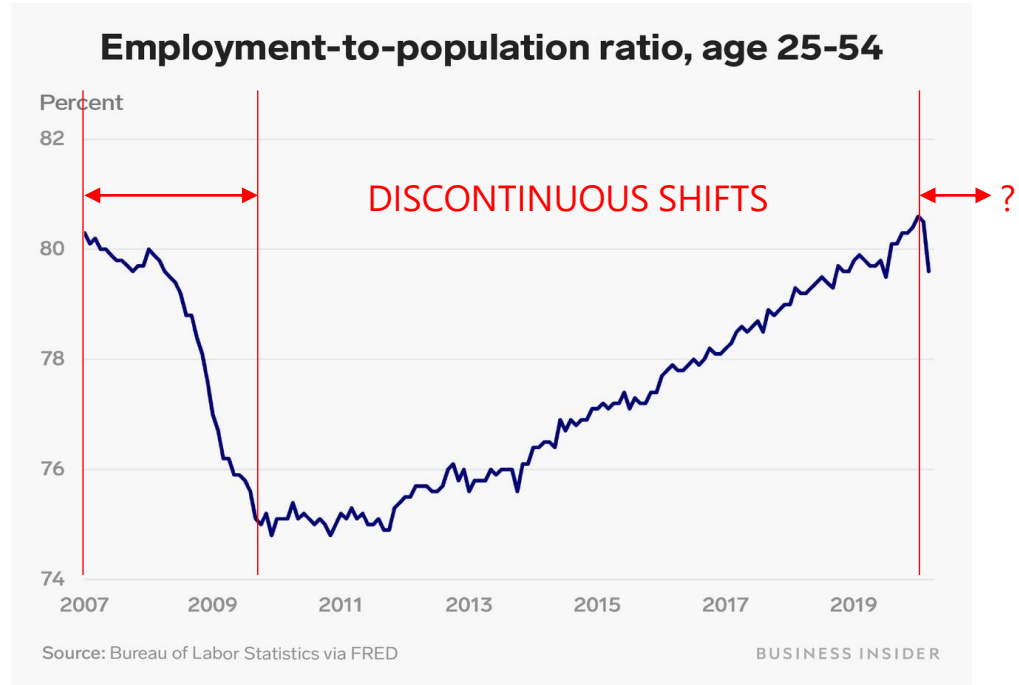
- Business continuity goes through 3 phases:
  1. Respond: react to immediate impact
  2. Recover: scale up (or up-down-up)
  3. Reimagine: innovate (by necessity or by design)
- Workforce continuity is vital, because your people are your greatest asset
- If you had a plan, is it still valid? If you don't have a plan, now is the time to start.





# What is a “discontinuous shift”

Non-incremental, sudden change that drastically alters the way things are currently done or have been done for years.



# Contingent workforce plans disrupted



Staffing Trends 2020 | January 27, 2020



## A mild staffing market with occasional bright spots

SIA's latest staffing market forecasts for 2020 (3% global growth) suggest a very mild improvement over 2019 - assuming 2020 GDP forecasts remain unchanged.

Generally, staffing industry revenue growth is highly correlated with GDP growth; the stronger the economy, the stronger the staffing market. However, the two are not always in lockstep, as other factors come into play, regulatory changes being one example.

The US market is expected to achieve another year of low single-digit growth with bill rate increases driving growth more than volume expansion. Headwinds include a scarcity of candidates across most occupations and trade uncertainty driving contraction in sectors such as manufacturing.

Continental Europe should turn the corner and start to reverse the decline experienced last year. Of the major European staffing markets, Spain should have the strongest growth followed by the UK – though the UK's fortunes still ride on the outcome of Brexit negotiations as the country prepares for departure from the European Union on January 31, 2021. As we get closer to the UK government's departure deadline, an absence of a deal will likely lead to further economic volatility.

Forecast 2020 growth of the largest staffing markets

	2019	2020		2019	2020
UK	+1%	+3%	US	+3%	+3%
Germany	-5%	0	Japan	+3%	+3%
France	0	+2%	Australia	+2%	+2%
Netherlands	-3%	0	South Africa	+2%	+3%
Italy	-3%	0	China	+18%	+18%
Switzerland	-3%	0	Canada	+2%	+2%
Belgium	-3%	0	India	+11%	+10%
Spain	+5%	+4%	Global	+2%	+3%

Source: SIA, November 2019

# We will never return to the “old normal,” but “new normal” is not entirely clear

**Forbes**

The New Normal Isn't Remote Work. It's Better.

## FINANCIAL TIMES

After the lockdown, another new normal. Without a Covid-19 vaccine life will not quickly snap back to the way it was before.

## Bloomberg

Economics

**New Normal 2.0 for U.S. Economy Looks Awful, Long, Perilous**

## IndustryWeek.

What Will Manufacturing's New Normal Be After COVID-19

History teaches us that short-term measures in response to global crises lead to changes that last for decades.

Just because the future isn't clear doesn't mean we shouldn't plan for it. In fact, we must.

Here are

3

things we know:

1. The **way work is performed** will change
2. Change will be **unevenly distributed** – by industry and by geography
3. There will be significant **challenges for all companies** – but **also huge opportunities** for companies with an agile and resilient workforce.



Post-Crisis Planning is  
both critical and urgent

# The ways you used to work *won't work anymore*

## Expect a “War for Talent on steroids”

- Whilst you adapt to the economic impact on your business today, your competitors are planning what they will do tomorrow
- It was hard to find the right full-time and contingent talent before the crisis
- What will happen when everyone is ramping up at the same time?

## Plan for more discontinuity to come

- Determine the optimum employee/non-employee workforce mix for your changed situation
- Know who you will want to bring back first, and when
- Make contingency plans in case your situation changes, because it will
- Prepare for potential future “waves”

*You need to define your new operating plan and Workforce Plan **now***

# What kind of plans should you make?

## Plans to increase your workforce agility & resiliency

- ✓ By geography
- ✓ By labour category

**But – first step – do you even have the visibility to start?**

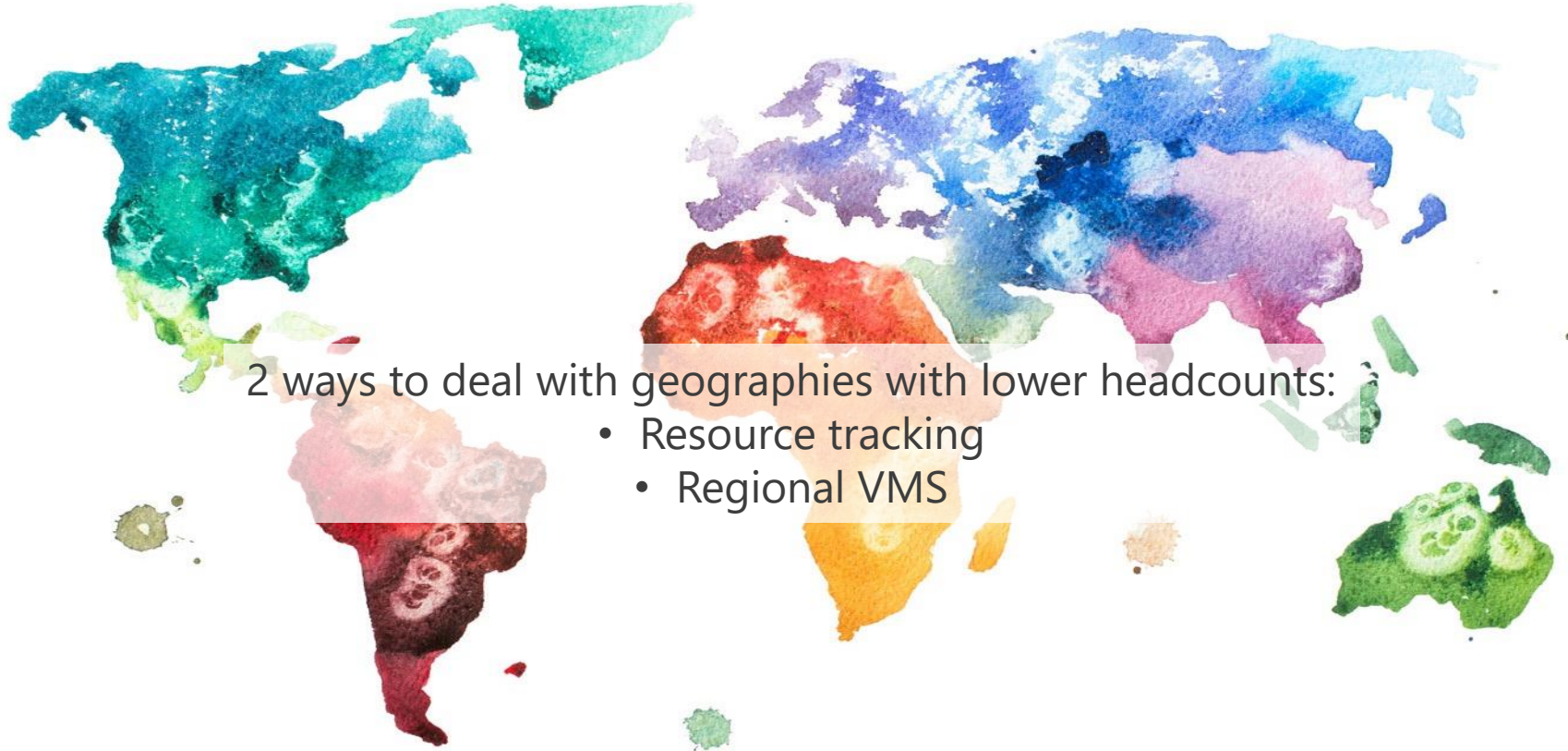
## Plans to increase your flexibility to respond to threats & opportunities

- ✓ Where will you keep talent that wants to work for you, but you can't hire immediately?

Here is a hint:



# Geographical resiliency, agility & visibility



2 ways to deal with geographies with lower headcounts:

- Resource tracking
- Regional VMS





# Resiliency & agility by task and labour category

- Do you know which work should be performed by:
  - employees
  - contingent staff
- statement of work (SOW)-based service contractors?
- Are they able to work remotely?
- Do you know which **MISSION-CRITICAL** work is currently – or can be – performed by **NON-EMPLOYEES?**

# Plan to keep your best talent within easy reach

What to do about laid-off/  
furloughed employees and key  
non-employee talent?

- Invite them to join your Private Talent Pool
- Stay in communication and notify them of full-time or part-time opportunities
- Retain talent attracted by your brand reputation
- Rapid, automatic resource when the time comes to ramp up operations again



# Circumstances will be different after the crisis Your workforce should be, too



Make plans to optimise your workforce for resiliency, agility, and to achieve specific outcomes.

# Elements of a post-crisis workforce plan

- ✓ How will your new workforce be more agile than before?
- ✓ Will you make more strategic use of:
  - Consultants?
  - Professional and support service contractors?
  - Independent contractors?
  - Contingent or temporary staff?
- ✓ Will you plan your workforce mix around specific outcomes?
- ✓ Will you use private talent pools to reduce cost and time to fill open positions?
- ✓ Will you use Regional VMS or Resource Tracking to ensure 100% workforce visibility?
- ✓ Will you be prepared for future coronavirus waves?

Why plan now? Because your customers and your competitors won't wait.

# Recap

- Workforce continuity is always important, but now it is vital
- Discontinuous shift means old rules no longer apply
- We don't know everything about the "new normal," but we know enough to plan
- Plan for more than restoring your old workforce mix
- Plan to make your new workforce more resilient and more agile
- Understand what you will need to turn your plans into reality

# Next steps

- First things first: Assess your situation and set priorities
- Talk with your peers
- Engage the experts with broad access to industry perspectives: SIA, your MSP, your VMS partner
- Prepare your plans – and start building your business case
- Take action

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VISIBILITY TALENT POOLS WORKFORCE MIX

Live Demo

## Determine the most cost-effective workforce mix for your organization.

Define an operating and workforce plan to include both contingent and full-time talent.

88% of companies have a Vendor Management System (VMS) to source and manage contingent labor. Download this fact sheet to learn how a VMS can help you make critical business decisions.

DOWNLOAD FACT SHEET

How will your new workforce be more agile than before?

For more information

Download our free fact sheet

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Questions?



# SIA CWS Council Member Resources



Not a member? Contact the SIA CWS Council team at [enterpriseservices@staffingindustry.com](mailto:enterpriseservices@staffingindustry.com)

- [COVID-19: Workforce Manager Responses and Intentions Survey 2020](#)
- [Workforce Solutions Buyer Survey: 2019 Full Report](#)
- [Coronavirus \(COVID-19\) Resource Center](#)
- [Keep contingents safe, comply with law in age of Covid-19](#)
- [North America Legal Update Q1 2020](#)
- [CW Programs and Disaster Preparedness](#)



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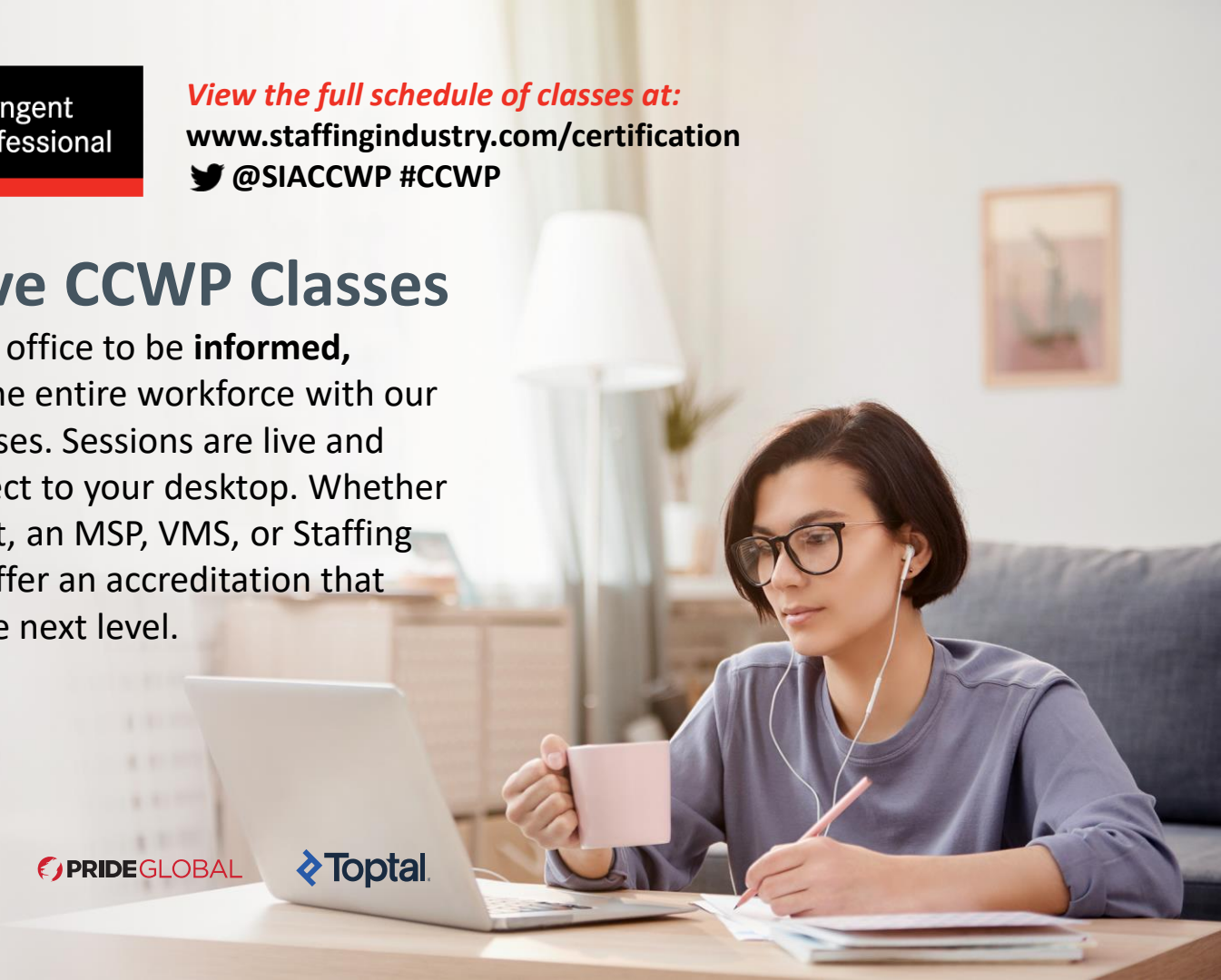
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# About Staffing Industry Analysts (SIA)








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.

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