



WEBINARS

CONTINGENT WORKFORCE
STRATEGIES COUNCIL



Post-COVID-19 Workforce Planning: How is the APAC region preparing for the new world of work?

Sponsored & Presented by:



Staffing Industry Analysts Product Overview



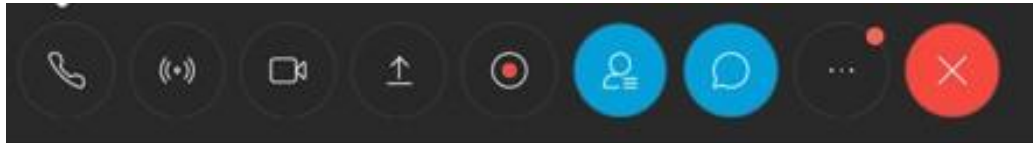
	Products & Services for Suppliers	Products & Services for Buyers
<i>Research & Advisory</i>		
<i>Events</i>		
<i>Editorial</i>		
<i>Certification & Training</i>		

CWS Council (partial list)



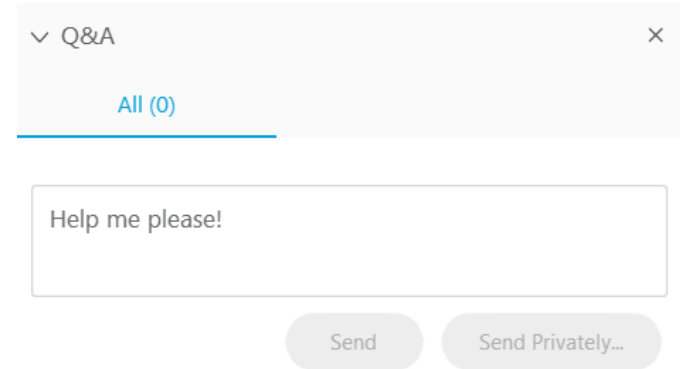
Audio

- **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 or email memberservices@staffingindustry.com.



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.
- Questions? Please email memberservices@staffingindustry.com



A screenshot of a Q&A interface. At the top, there is a header with a dropdown arrow and 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...".



WEBINARS

CONTINGENT WORKFORCE
STRATEGIES COUNCIL



Post-COVID-19 Workforce Planning: How is the APAC region preparing for the new world of work?

Sponsored & Presented by:





Speakers:

- Peter Reagan, CCWP & SOW Mgmt. Expert Senior Director of Contingent Workforce Strategies & Research, SIA
- Bronwen Fitzroy-Ezzy, SVP Sales, Beeline



Sponsored & Presented by:



June 26, 2020

COVID-19 Resource Center

*Updated 06/26/2020*

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 - You do not have permission to view this object.
- [UK: Coronavirus hub - latest developments and announcements from government \(REC\)](#)

Legal and human resources:

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

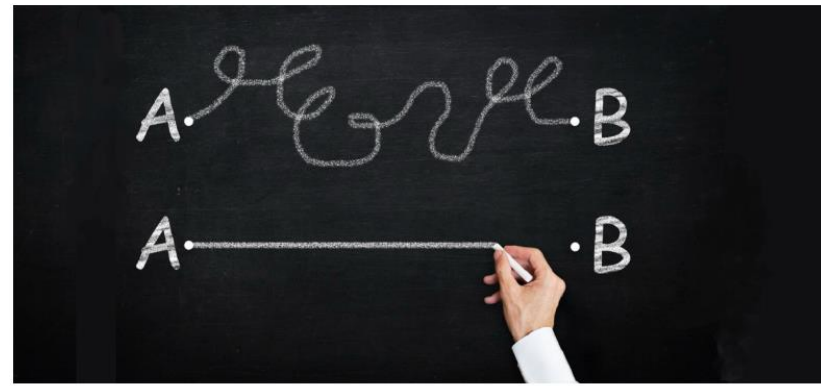


FUTURE

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

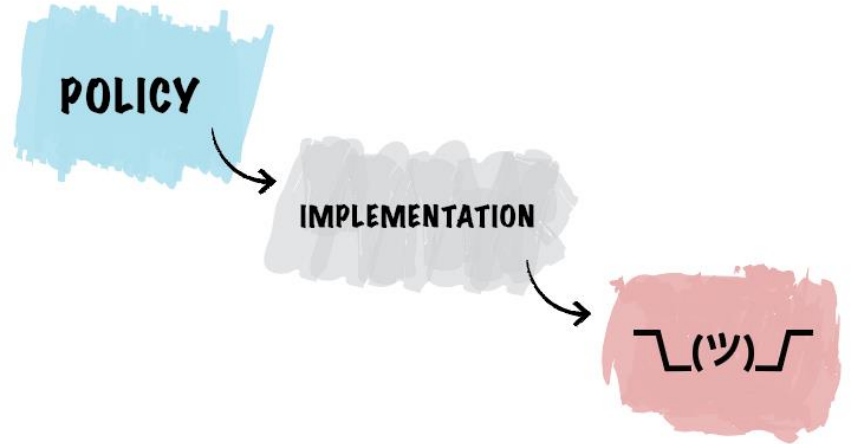
Policy, Procurement, Productivity, Personal



Policy



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



Procurement



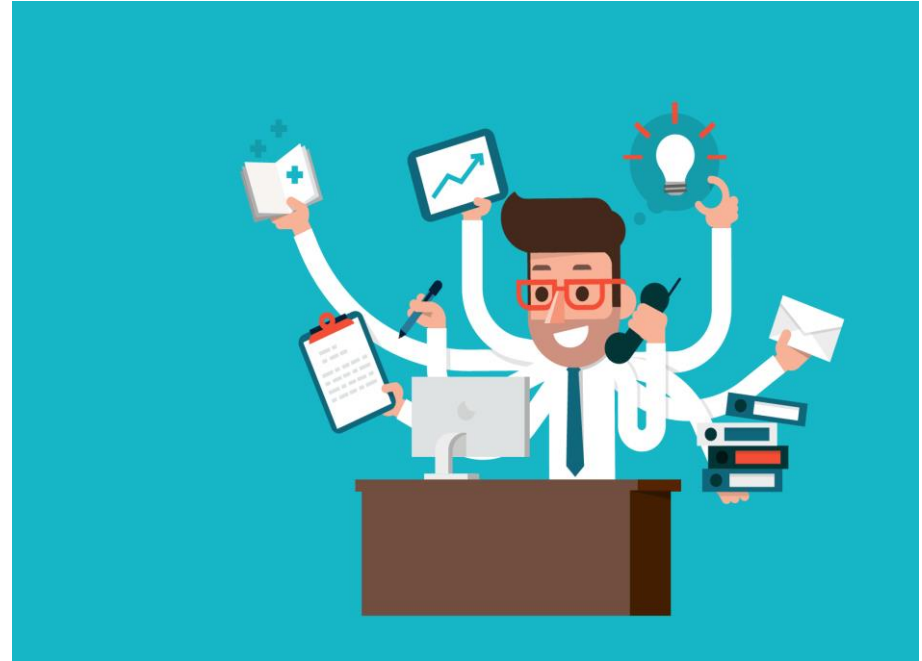
- Supply and Demand
- Rate Card Review
- MSP/Program Office Expansion/Contraction
- Market/Program Strategy
- Supplier Selection/Utilisation
- Supplier Dependency



Productivity



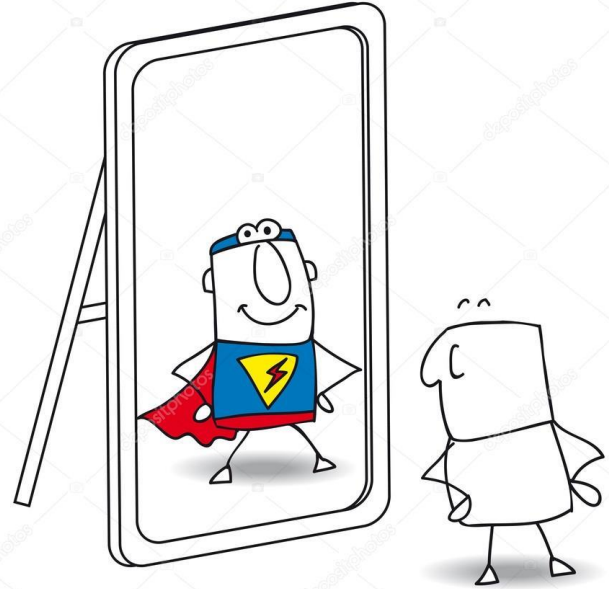
- Worker Technology
- Remote Workforce Strategies
- Corporate ROI Driver Re-alignment
- M&A Activity
- Talent Brand
- Shift of Mission



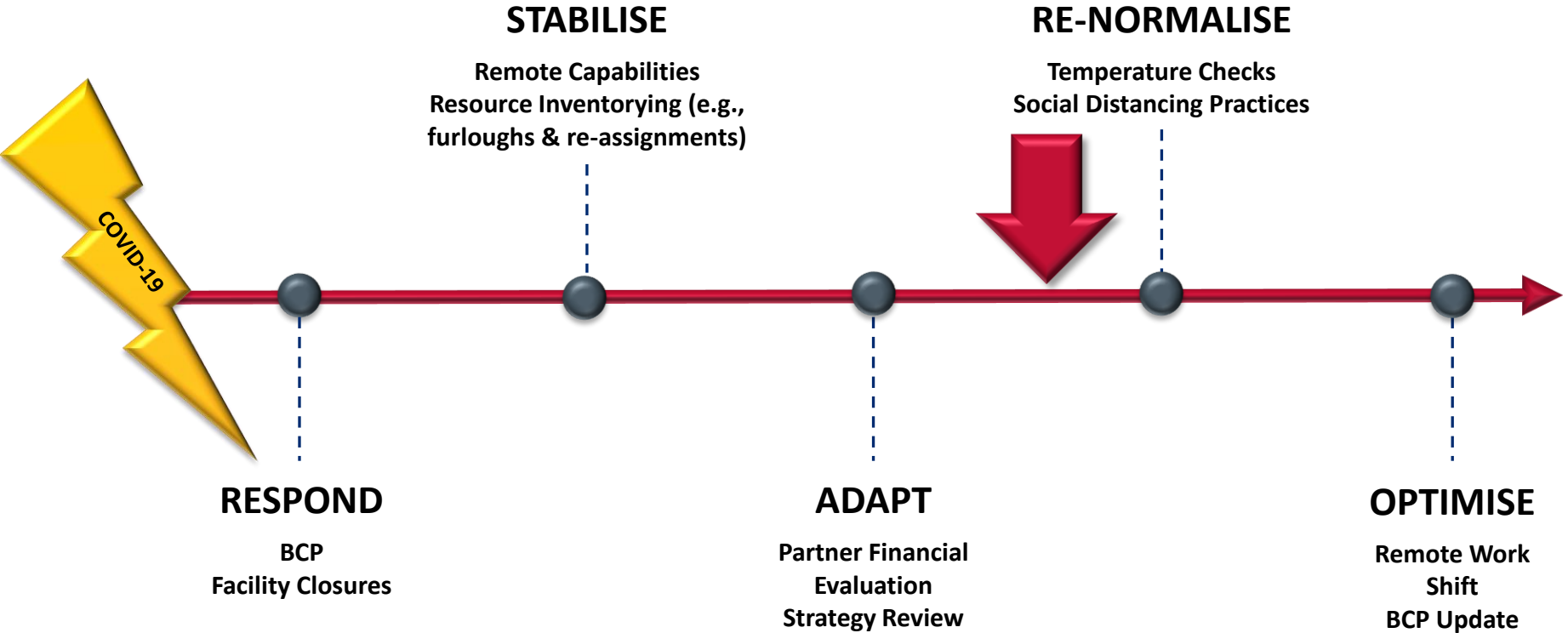
Personal



- 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 Beeline Speaker



Bronwen Fitzroy-Ezzy

Senior Vice President –
Sales & Expansion APAC



POST-CRISIS WORKFORCE PLANNING

How is the APAC region preparing for
the new world of work?

9 July 2020

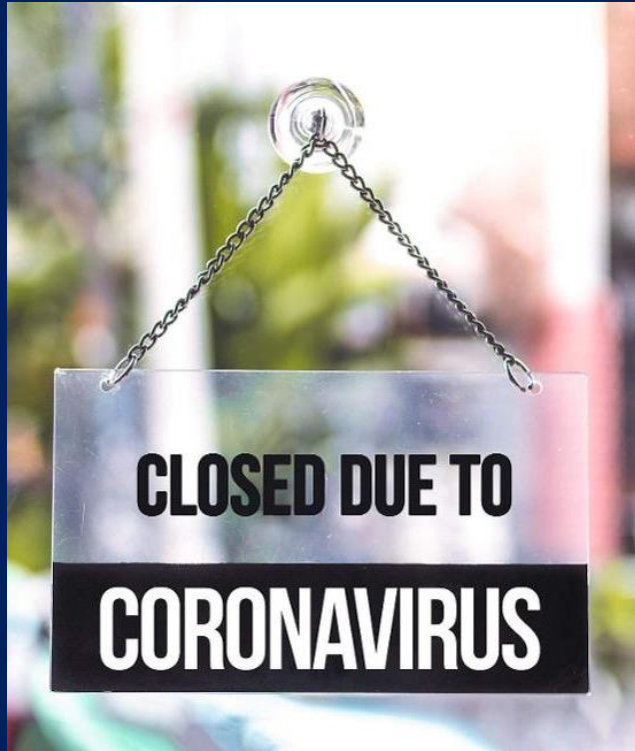
beeline®

Beeline.com | Confidential & Proprietary

Agenda

- Business Continuity and Workforce Continuity
- Old rules no longer apply
- Planning for the 'new normal'
- Geographic Resilience, Agility & Visibility (G-RAV)
- First steps first, then next steps
- Q&A

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

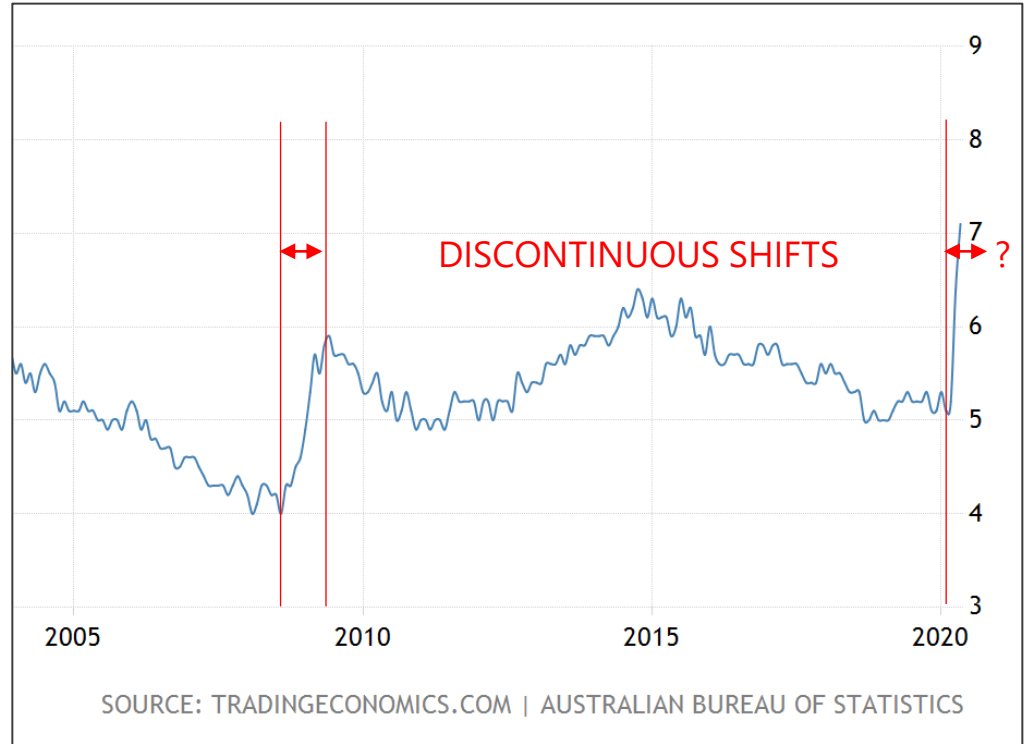


?



What is a “discontinuous shift”

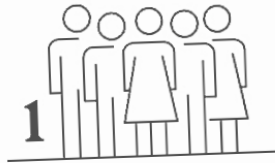
Non-incremental, sudden change that drastically alters the way things are currently done or have been done for years.



McKinsey's advice for ensuring Business Continuity

Companies need to think and act across five horizons.

The five horizons



1 Resolve

Address the immediate challenges that COVID-19 represents to institution's workforce, customers, technology, and business partners



2 Resilience

Address near-term cash-management challenges and broader resiliency issues during virus-related shutdowns and economic knock-on effects



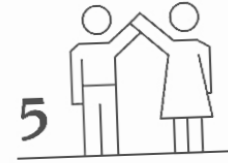
3 Return

Create detailed plan to return business to scale quickly as COVID-19 situation evolves and knock-on effects become clearer



4 Reimagination

Reimagine the next normal: what a discontinuous shift looks like and implications for how institutions should reinvent



5 Reform

Be clear about how regulatory and competitive environments in industry may shift

**McKinsey
& Company**

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

The Sydney Morning Herald



So, what does the new 'normal' look like?

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.

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

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.



Post-Crisis Planning is critical and urgent

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.



Case Study

Respond

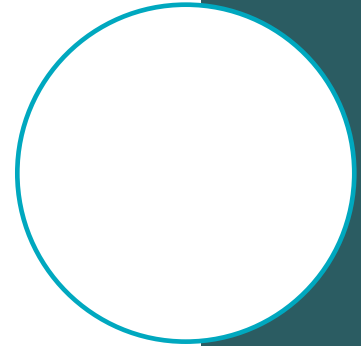
- Business Continuity Plans called for moving call centres from one country to another
- No one had considered what to do if all the countries went down at one time

Recover

- Needed to scale up immediately
- Team assembled from across the business to solve this problem
- Two-pronged approach:
 1. Internal repositioning
 2. External market

Reimagine

- Needed to revamp the way recruitment – from sourcing to onboarding.
- How to onboard employee without them coming into the office?
- With worker and office segregation in place, how do you get a laptop from one side of campus to the other?



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”

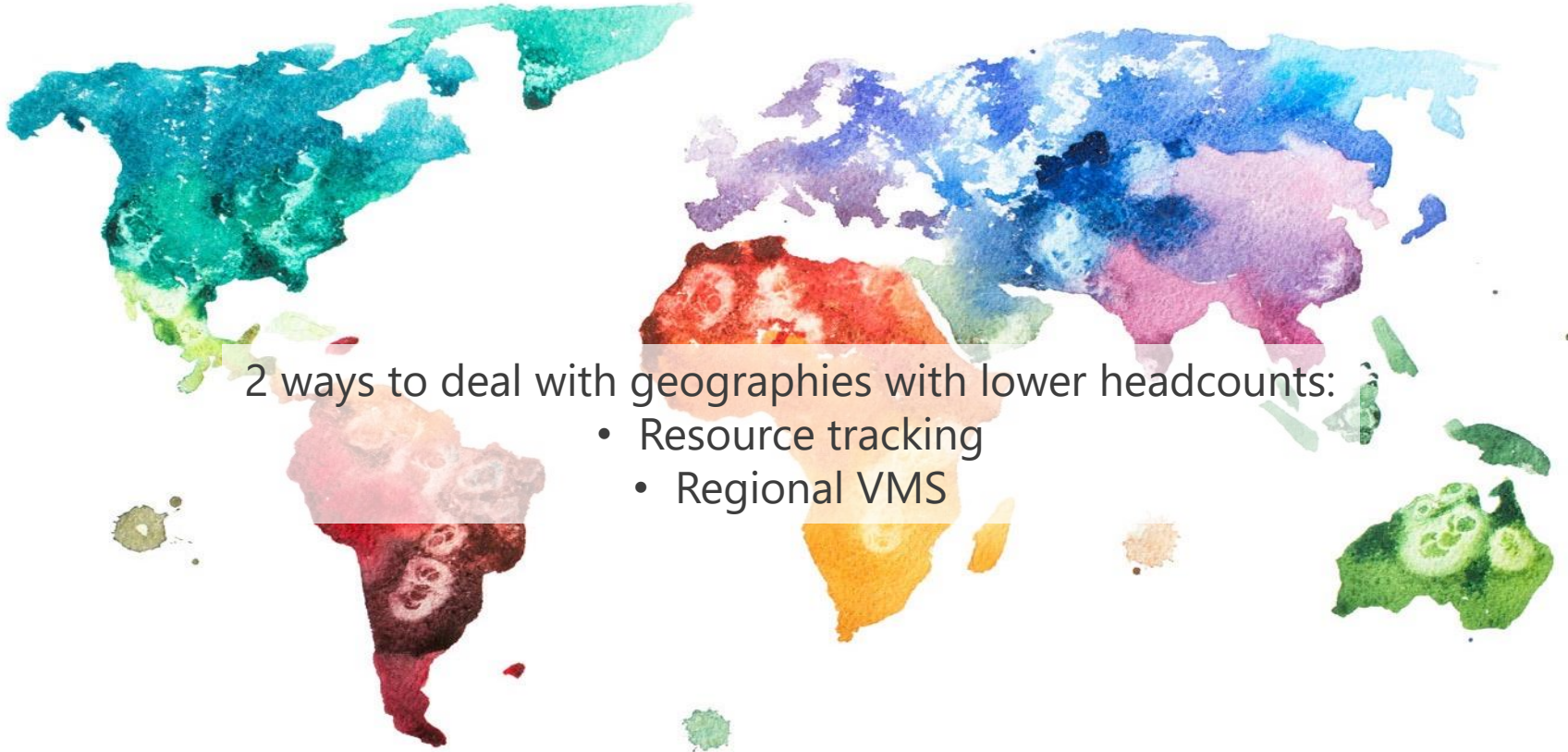
*You need to define your new operating plan and Workforce Plan **now***



“Never let a good crisis
go to waste.”

Winston Churchill

Geographic resilience, agility & visibility



2 ways to deal with geographies with lower headcounts:

- Resource tracking
- Regional VMS



ROLL UP YOUR SLEEVES

Just a few examples of Beeline projects launched or completed since the beginning of the global pandemic:

- Largest Singapore Bank implementation - 11 countries in SE Asia using Contingent and our Regional VMS solution to have all headcount
- Singapore Technology Company implementing remotely with VMS & MSP across multiple countries in APAC
- Australian State Government implementation of Transport division experiences "more positive than negatives in the process"
- Singapore & Thailand expansion for global oil & gas conglomerate



ROLL UP YOUR SLEEVES

- Regional VMS implementation (Middle East) for world's leading online retailer
- Contingent staffing expansion for large Dutch telecoms provider
- Direct sourcing expansion for large U.S. insurance company
- Services procurement implementation for Fortune® 50 multinational healthcare organisation
- Premium brands contingent staffing expansion for America's largest women and girls' fashion group



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?**

COVID-19 response for Beeline clients

7 new Beeline VMS features now available to support workforce continuity

1. **Headcount Visibility** – a no-cost temporary solution to provide automated access and reporting on our clients' untracked global headcount.
2. **Remote Eligibility Field** – Client Defined Field for clients who are not already tracking workers working (or equipped and capable of working) remotely.
3. **Position Criticality Field** – Client Defined Field to denote essential/critical positions.
4. **Workforce Continuity Reports** - to reflect worker headcount by geography and remote-eligible positions, as well as essential/critical services.
5. **Covid Earning Codes** – for furloughed positions, etc.
6. **Physical Work Location** – to make instantly visible whether a worker is on-site or remote.
7. **Quick Stand Up Private Talent Pool** – a no-cost temporary solution to protect your brand reputation and to access and engage on-demand talent quickly when the crisis is over.

*"We recently requested a new timesheet earning code be set-up for COVID-19 related absences. Beeline turned that request around in a day. **I just wanted to give my appreciation to Beeline on their response to the pandemic.**"*

- *CWS Technology Specialist,
Human Resources,
FORTUNE 500 manufacturer*

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



Private Talent Pools: Examples & Results

Redeployment

Industry: Insurance
Program Size: \$200MM
Geography: North America
Structure: MSP, Payroll, PSL
Drivers: Insurance Adjuster
Launch: Dec 2018

Results

Talent Community: 6,500
- Built from centralizing all former candidates and known talent
Redeployed candidates: Year 1 = 250
Year 2 = 400
Savings - \$2.5MM or \$4 per hour per contractor

Direct-Source

Industry: Information
Program Size: \$100MM
Geography: Global
Structure: MSP, Payroll, PSL
Drivers: Reduce cost
Launch: Sept 2017

Results

Talent Community: 55,000
Placements: Filling 50%+ Program Roles

Total Talent

Industry: Retail
Program Size: \$100MM
Geography: North America
Structure: MSP, Payroll, PSL
Drivers: Hire better talent
Launch: July 2019 & Feb 2020

Results

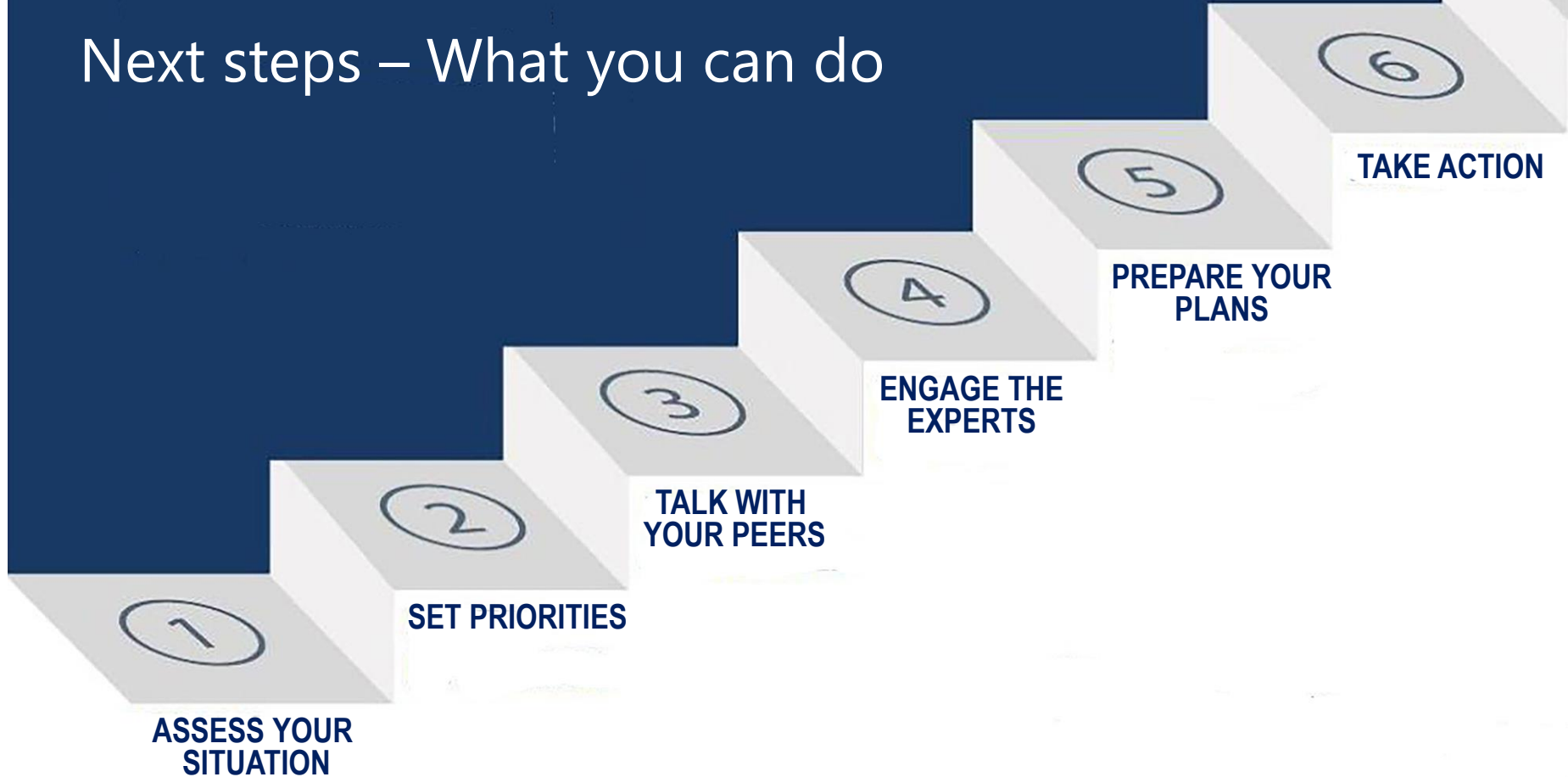
Talent Community: 16,500 (c)
Placements: 52% contingent
Distribution: Community, Career Page, Job Boards, Google, SoNet

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.

Next steps – What you can do



The screenshot shows the 'beeline' website with a navigation bar containing 'VISIBILITY', 'TALENT POOLS', and 'WORKFORCE MIX'. A 'Live Demo' button is in the top right. The main content features a collage of diverse people and three individuals in the foreground. The headline reads: 'Determine the most cost-effective workforce mix for your organization.' Below it, a sub-headline says: 'Define an operating and workforce plan to include both contingent and full-time talent.' A statistic states: '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.' A 'DOWNLOAD FACT SHEET' button is present. At the bottom, a question asks: 'How will your new workforce be more agile than before?' and an image of a fact sheet is shown.

For more information

Download our free fact sheet

Total Workforce
Optimisation

<https://bit.ly/3gJz8Rn>

or visit beeline.com

for industry reports,
whitepapers, case studies,
eBooks, and more.



Questions?

THANK YOU

SIA CWS Council Member Resources



Not a member? Contact the SIA CWS Council team at 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](#)
- [CW Programs and Disaster Preparedness](#)
- [Asia Pacific Legal Update Q1 2020](#)



**CWS SUMMIT
NORTH AMERICA**

Talent, Technology, Tomorrow

CWS Summit North America 2020 returns with a groundbreaking and highly interactive virtual conference designed to provide you with key insights, learnings and solutions to your workforce program challenges, critical in today's significantly changed world.

September 15–16, 2020

Register now at www.cwssummit.com



@CWSSummit #CWSSummit



COLLABORATION IN THE GIG ECONOMY

Transforming & Optimizing the Talent Supply Chain

SIA's trail-blazing and award-winning annual event returns in a ground-breaking and highly interactive virtual format designed to bring together the entire talent supply chain, including workforce solutions enterprise buyers, staffing firms, RPO, VMS, MSP, suppliers to staffing, gig economy, and human cloud companies.

September 17–18, 2020

Register now at www.collaborationgigeconomy.com

 @SIAGigE #GigE2020



Certified Contingent
Workforce Professional

View the full schedule of classes at:
www.staffingindustry.com/certification
@SIACCWP #CCWP

Virtual Interactive CCWP Classes

Use your time away from the office to be **informed**, **elevated** and **connected** to the entire workforce with our Virtual Interactive CCWP classes. Sessions are live and interactive and streamed direct to your desktop. Whether you are in HR or Procurement, an MSP, VMS, or Staffing provider, our CCWP classes offer an accreditation that will elevate your career to the next level.

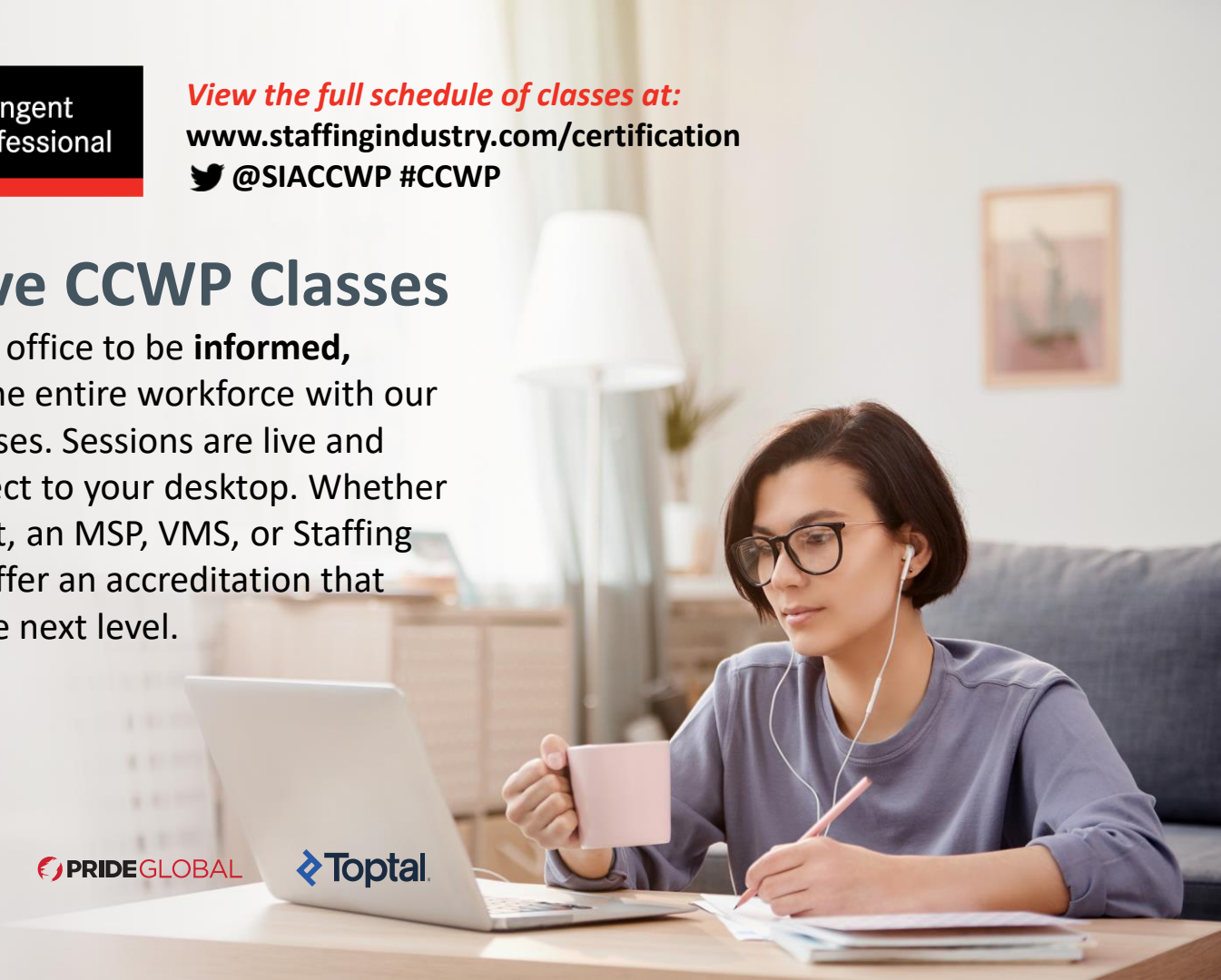
Register Today!

www.staffingindustry.com/certification

CCWP PARTNERS



CHARTER



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

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

PROPRIETARY DATA, DO NOT DISTRIBUTE OUTSIDE YOUR ORGANIZATION. Your company's use of this report precludes distribution of its contents, in whole or in part, to other companies or individuals outside your organization in any form – electronic, written or verbal – without the express written permission of Staffing Industry Analysts. It is your organization's responsibility to maintain and protect the confidentiality of this report.