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CONTINGENT WORKFORCE  
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# Next Gen VMS: What a Global Crisis has Taught us About Contingent Workforce Management

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**October 15, 2020**

# Staffing Industry Analysts Product Overview



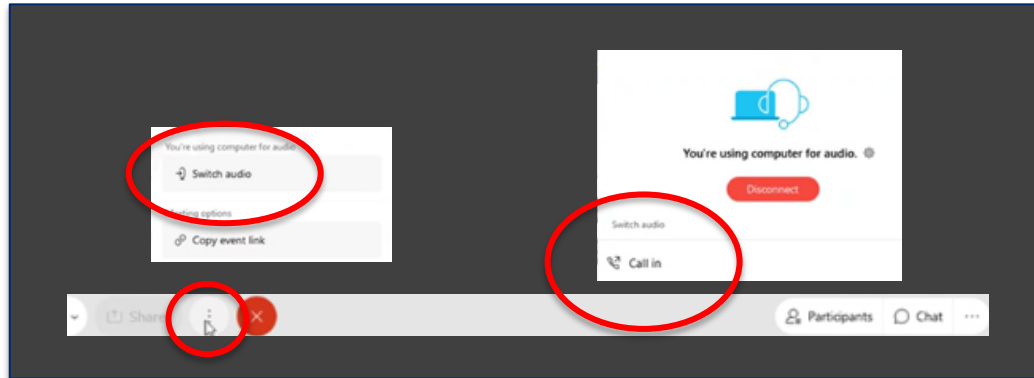
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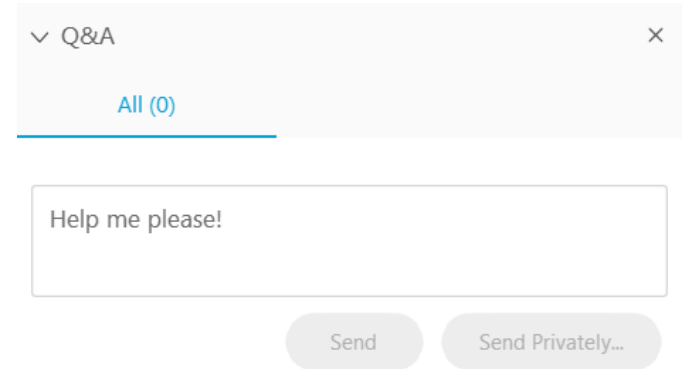
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# Why VMS? Why Now? COVID-19's Impact on Contingent Workforce Management

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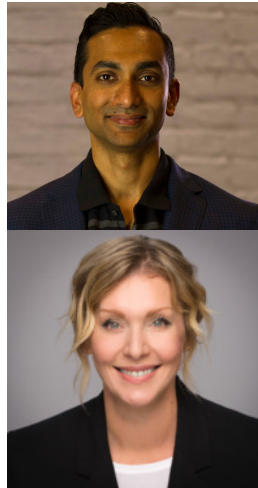


**October 15, 2020**



*Speakers:*

- **Vimarsh Mehta, SVP,** Solution Delivery at Beeline
- **Lesley Walsh, VP** Relationship Management, Beeline



*Moderator:*

- **Frank Enriquez, Sr.** Manager, CWS Strategies & Research, SIA



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# SIA's VMS Landscape Report Snippets



- *“New VMS enhancements and developments are only worthy of investment if client adoption is sufficient to drive meaningful organizational benefit. In pursuit of ensuring client adoption, providers engage in a variety of methods. User experience and accessibility have a significant impact on adoption, and many providers are investing in mobile enablement and VMS apps to provide on-the-go access to basic features such as timesheet submission and approval to more sophisticated full-product capability including full requisition and contract management.”*
- *“Reporting, benchmarks and analytics are fundamental for any VMS to support the visibility and control of costs and to manage supplier engagements. Providers that are investing in growing capability are typically moving from reporting to data analytics leveraging both internal and external data. Further developments include making analytics accessible within the workflow so that users have relevant information to hand.”*





# Next Gen VMS: What a Global Crisis Has Taught Us About Contingent Workforce Management

October 15, 2020

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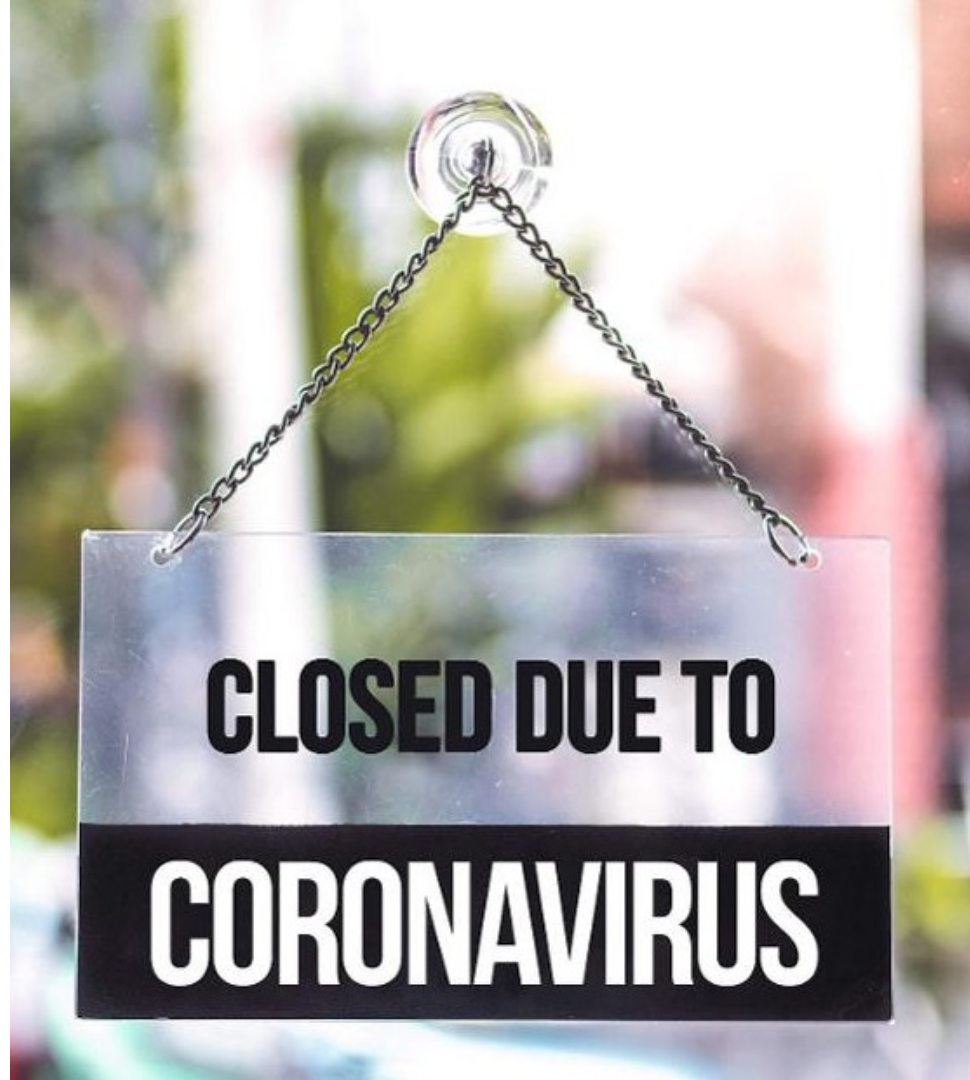
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# Agenda

- Workforce continuity and business survival
- Contingent workforce and business continuity
- How to plan for the “new normal”
- Lessons learned from a year of disruption
- Recommendations and next steps
- Q&A

## These are not normal times

- We've had to apply Imagination and Innovation
- We've moved quickly from "respond" to "recover"
- The next step is "reimagine"
- The old rules no longer apply
- What are the new rules, and how will they affect our plans for 2021?
- How will your workforce be different?



# Adaptation for survival

- What are the new rules?
- Rule #1: business survival
- Adapting the workforce has been critical to business continuity
- Most 2020 plans went out the window
- Now it's time to plan for 2021 and beyond
- How will your workforce be different?
- More agile? More resilient? More contingent?



#1

Workforce data is no longer “nice to have.” It’s a “must have.”

# What kinds of data do you need?

One issue is CONTROL

- Where are all my workers?
- What functions are they performing?
- What is the criticality of those jobs?

Another issue is DATA SCALE:

- Blind spots when not all data is in VMS
- Reporting & analysis are incomplete
- Need to ensure 100% of non-employees are in the program – including SP
- Data must be all-encompassing



#2



HR and Procurement have earned their seats at the strategic table

# How to make your contingent workforce more strategic

- More comprehensive
- More centralized
- More measurable
- More sustainable
- Two-dimensional growth will help your program deliver strategic value

## Contingent Workforce Program Maturity Model

Dimensions Attributes	Level I Informal & Decentralized	Level II Limited Visibility & Management	Level III Managed & Controlled	Level IV Optimized	Level V Competitive Differentiator
<b>Comprehensive</b> Worker Classifications, Process Breadth, Geographic Coverage	Undefined Classification & Disjointed Process	Partially Defined Classification Policy	Repeatable, Management Practices In Limited Markets	Standardized Operations with Multi-Regional Adoption	Complete Coverage Across all Worker Types & Desired Locations w/ End-to-End Management
<b>Strategic</b> Aligned with Needs of Business, Forward-Looking	Unplanned & Reactive	Tactical Focus on Basic Cost Savings, Efficiency & Compliance	Strategic Focus on Value of CW to Needs of Program Constituents	Fully Aligned to Short & Long-Term Strategic Business Goals	CW Incorporated in Holistic Strategic Workforce Planning
<b>Governed</b> Compliance Framework, Communications Plan	Lacks Standards & Rules of Engagement	Some Basic Policies & Processes	Mandated Processes & Policies w/ Decentralized Enforcement & Communication	Comprehensive & Market Compatible Policies w/ Formal Communication	Coordinated Program Stewardship Across All Stakeholders, Skills & Markets
<b>Measurable</b> Comprehensive & Representative, Integrity & Conformity, Available & Accessible	Limited to No Visibility of Data	Formal Data Collection & Visibility	Established Data Management & Performance Measurement Systems	Real-time Metrics Optimizing Customer Satisfaction	Granular Visibility Across Program Operations that Enables Actionable Decision Support
<b>Sustainable</b> Consistent, Adaptable	Lacks Repeatability & Scalability	Basic Elements of Backup & Redundancy	Formal Program-Level Business Continuity Planning Established	Responsive to Changes in Organizational Requirements While Maintaining Core Program Values	Repeatable & Scalable CW Management that is Flexible to Internal & External Change

PROGRAM CAPABILITIES



#3

Crisis reveals difference between  
“vendors” and “partners”



# Innovative solutions for difficult times

1. **Headcount Visibility** – 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** - 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** – no-cost temporary solution to protect your brand reputation and to access and engage on-demand talent quickly when the crisis is over.



# Recap

- Workforce continuity is always important, but now it is vital
- We don't know everything about the “new normal,” but we know enough to plan
- Incorporate the 3 big lessons we've learned
- Understand what you will need to turn your plans into reality



## MOVING FORWARD

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

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Why VMS?  
Why Now?

COVID-19's impact on  
Contingent Workforce  
Management



## Ensuring workforce continuity in a crisis

When a crisis strikes or an emergency occurs, business continuity takes top priority. At these times, how your company's workforce is handled can determine your future.

Now that more than 42 percent of the average workforce consists of non-employees, this contingent workforce must be considered in any workforce continuity decisions. If you can't account for all of your non-employees – temporary workers, consultants, contractors – currently performing work for your company, your problems are magnified

Why VMS? Why now? COVID-19's impact on Contingent Workforce Management | Page 5

For more information

Download our free ebook

Why VMS? Why now?

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

# Time for your questions...



# SIA CWS Council Member Resources



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

- [VMS Global Landscape Summary 2019](#)
- [VMS RFP Template](#)
- [MSP and VMS Provider Directory 2020 COVID-19](#)
- [Workforce Manager Responses and Intentions Survey 2020](#)
- [Workforce Solutions Buyer Survey: 2019 Full Report](#)
- [Coronavirus \(COVID-19\) Resource Center](#)
- [CW Programs and Disaster Preparedness](#)





# 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  @SIAAnalysts

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