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The Contingent Workforce & Transformative Recruitment: How to Maximize Talent Integration's Value Proposition

Allegis Group Services White Paper in association with The Outsourcing Institute.

Executive Summary: Talent acquisition in the 21st Century requires employers be organizational ready. As talent takes on a new face – more skilled, adaptable, independent and expecting of flexible environments – employers must understand the implications of and impacts on their business and their brand. Business units, in turn, must be prepared to embrace and manage changing demographics of the talent marketplace. Enter global contingent workforce partners. These organizations possess knowledge and agency experience to help manage this fast-evolving marketplace. Together, employer and provider can enhance the broadened employer / worker relationship, improve talent engagement, elevate the organization's own brand in the talent community and heighten long-term returns on the talent acquisition investment. Talent-sourcing innovation as part of a value-enhanced solution can become a competitive advantage, one that will give contingent workers a great experience and deliver real returns for the employer.

AUTHOR:

Bruce Morton, Head of Innovation, Allegis Group Services

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Introduction

As an employer, are you organizationally ready for the 21st Century contingent workforce? Temporary labor and contingent workers are the face of tomorrow's employee. They present employers with numerous challenges. Employers must understand changing demographics and psychographics of today's dynamic workplace. They must know, protect and enhance how their brand is perceived in the talent marketplace. They must also ensure the company has instilled "organizational readiness" in order to maximize efforts to recruit, hire and retain today's worker.

These questions are critical as the world undergoes a global talent transformation. Demographic changes over the coming decades will see an aging workforce, coupled with a growing global population, which together will accelerate workforce diversity. Layer atop that the adoption of technology will enhance worker productivity and enable them to "do more with less." Employers can do just that – reduce both employee turnover and headcounts, while not affecting output.

Today's emerging workforce sees the same landscape and they're demanding a different role. They are eschewing the traditional workplace model of previous generations. Well-educated and highly skilled, they're becoming more demanding of their employers. They expect to have the latest tools to do their jobs efficiently. They want work-life balance and are willing to forego the "stability" of permanent employment in favor of flexible, dynamic, and rewarding engagements. They are the modern contingent worker.

But does the organization truly understand the contractor psyche? Knowing the contingent workforce is a study in worker psychographics. Contractors are professionally focused, but value their independence. They seek employment opportunities that serve their professional pursuits – without stifling their desired career freedom. One presentation found that contractors are affecting the entire workplace. Overall, job mobility is up, tenure is declining, and employees have more loyalty to their skills than their employers. Some have estimated that those preparing to enter the workforce today will have 10 or more jobs by their late 30s. Some of those "jobs" likely will be as contingent workers.

This leaves organizations to become organizationally ready for the 21st Century contingent worker. That will require they play employer – and sociologist. They must understand the changing dynamic of their new workforce, and create a "brand" that is both an authentic representation of their culture and considered appealing to this evolving workforce.

Enter Integrated Talent Management

This course needn't be undertaken by an organization without guidance. Engaging a talent integration provider often can help the employer understand talent integration and define – or redefine – itself in a changing and challenging talent marketplace. Whether alone or in concert with a global talent integration provider with a wealth of experiences, like Allegis Group Services, employers must assess their place in the market and what improvements or services can enhance their presence before available talent.

Today's integrated talent providers bring skilled workforce procurement and HR capabilities across multiple job functions and industries. These include but are not limited to, professional services, healthcare, BFSI, energy, and utilities.

Among the skillsets such a partner may offer can include:

- An understanding of the changing demographic and psychographic make-up of today's contingent workers and how they fall in the employer's "buckets" – full-time employees, contingent, stable work.
- The ability to assess the employer's organizational readiness to embrace current employment conditions across various business units.
- An awareness of the employer's brand in the marketplace – and a clear mission to maintain, enhance or improve its image among contingent workers and prospective hires.
- Access to talent needed to fill the evolving needs through best-in-class recruiting technologies, social thinking and talent

acquisition all integrated seamlessly to identify candidates, build talent communities and engage employees to rapidly fill jobs and build a stronger brand.

The resulting "Value Proposition" derived from such "talent-focused innovation" is the competitive advantage. It provides an engagement that goes beyond mere talent integration needs and delivers a remarkable brand impression, protects the employer brand, and creates a memorable experience for the talent.

A Total Commitment to Integrated Talent Management

An integrated talent management provider, like Allegis Group Services, can deliver on these skillsets. By taking a holistic view of current and future workforce needs, an employer and its integrated talent solutions provider can explore those needs, identify the organization's pain points, accommodate fast workforce ramp-up, and enhance the company brand.

To accomplish this, discussions must be initiated between HR and Procurement, to better understand the organization's needs, and between HR, Procurement and Marketing, to strategize how to brand the organization in the talent marketplace. The organization should work toward positioning itself as, "a great place to work" – whether for short or long-term engagements, thus improving collaboration between internal and external teams.

The right talent acquisition, management and recruitment process outsourcing organization will view each engagement as a constant opportunity to bring value to the relationship.

This organization would have:

- The ability to uncover or create holistic transparency in the organization, enabling executives to understand work flow and statements of work for permanent, temporary and consultant workers with an eye on how work gets done and improved process strategic planning.
- The skill to acculturate and prepare contingent workers to enter the company's workforce as seamlessly as possible – further enhancing the company's agility and organizational readiness.
- A global presence with access to global talent pools and an understanding of legal / regulatory issues in the markets served.
- Capabilities to facilitate discussions between HR, Procurement and Marketing to better understand the organization's needs, strategize positioning in the talent marketplace and the awareness of the competitive advantage borne of an innovative and progressive talent-driven organization.

CONCLUSION

For many employers, success in today's talent acquisition market includes the guidance of global integrated talent consultancies whose experience can help identify market trends and internal pitfalls in the employment process, and better position the organization to maximize talent-driven innovation. This leads to a competitive advantage that does more than position the company to recruit, hire and retain skilled talent. It helps executives understand the mindset of the 21st Century workforce and position the organization in the best light to lure top talent. By understanding worker expectations, including the new social contract between worker and employer, organizations can maximize the value proposition between employee and employer and boost organizational readiness in today's employment marketplace.

About the Author

Bruce Morton is Head of Innovation with Allegis Group Services. He has more than three decades of experience within the human capital and workforce management industry – and has witnessed the massive shift in the way organizations manage their greatest resource: people. Allegis Group Services is the largest Managed Service Provider in North America with three primary offerings delivered in concert as an Integrated Talent Acquisition and Management program or as stand-alone services: Managed Services, which addresses SOW needs and contract (or contingent) labor; Integrated Talent Outsourcing, addressing the acquisition of permanent or direct hires; and Human Capital Consulting, which is designed to meet various complex workforce management needs. Learn more at AllegisGroupServices.com.

About Allegis Group and Allegis Group Services

Founded in 1983, Allegis today is the world's 4th largest provider of staffing, workforce solutions and HR services, MSP, RPO and HR Advisory Services. Over the last decade, the company has become the global leader in Human Capital Solutions, including over 90 neutral Managed Services Programs with large blue chip companies and 35 international Recruitment Process Outsourcing Programs. The company has been ranked highest in quality of services by Baker's Dozen MSP list 2013 by HRO Today and nominated as Overall Top Performing MSP by buyers and suppliers in the 2012 VMS MSP Landscape Report from Staffing Industry Analysts.

Capitalize on Today's Contingent Worker

How can your organization capitalize on the changing worker / employer relationship?

- **Know their mindset.** Contingent workers are skilled, motivated, professional and independent. Speak their language to earn their interest.
- **Create your brand.** Position your organization as flexible, progressive and best in class.
- **Seek Integrated Talent Management partners.** With cutting-edge tools and strategies, the right partner will maximize your brand, build a talent pipeline through social media and traditional channels, identify and attract ideal candidates, and help create an environment that matches your offerings to contingent worker expectations.



theoutsourcinginstitute
@outsourcing.com

The Outsourcing Institute
6800 Jericho Turnpike Suite 120 W Syosset NY 11791
USA
Phone: (516) 279-6850 - 712 Fax: (516) 706-2855
www.outsourcing.com