# BEYOND THE LIMITS the new frontier of talent

## nr randstad sourceright

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"To effectively transform your organization, think about moving beyond traditional limits in the way you view, acquire and deploy talent. Once those barriers have been removed, you will be able to accelerate your talent strategy in unprecedented ways."

Rebecca Henderson, Chief Executive Officer The explorer in all of us is a wonderful force. It propels us forward, helps us seek out innovation and fulfills our longing for discovery. As talent professionals, it drives our purpose to continually improve and transform our organizations. Without a need for exploration, we can get stuck in the status quo.

You've been down that road, having tactical demands throw you off orbit and distract you from affecting strategic change. To inspire your sense of exploration, you need timely insight into how dynamic forces are shaping talent and your workforce. You want to learn how world-class peers are embracing these trends to their benefit. You want a road map to help you unravel the complexities of today's world of work. We're here to serve as your navigation point.

This year's Randstad Sourceright Talent Trends Report provides a celestial view of the most influential developments in talent. It's a highly focused look at the top 10 trends transforming the way every organization will plan for resources and attract, engage and deploy workers. It explains how long-held assumptions about talent are about to crumble and why companies need to embrace a holistic approach to transform workforce management.

As with past Talent Trends reports, we conducted an extensive market survey and research to explain what's happening in the world of work. We asked more than 400 human capital leaders a series of questions about the growth of their business, the investments they have and will make, how prepared they are for talent innovation, the impact of robotics and many other topics. Findings include:

- 78% say HR digitalization will continue to have a large influence on the organization
- 79% say technology adoption in their companies has enhanced the attraction, engagement and retention of talent
- 91% of companies with an integrated talent approach are very or extremely satisfied

One of the most remarkable highlights of this year's report focuses on the growing role of nontraditional talent. In addition to typical contingent workers, such as temporary staff, companies are rushing to figure out how to use freelancers and robotics as a way to gain more agility in their business. The movement is accelerating because the gig economy, according to Staffing Industry Analysts (SIA), was worth \$3.5 trillion in 2015. Meanwhile, robotics made incredible strides with the launch of the first driverless taxis in 2016 and the first drone delivery by Amazon just a few months ago.

What do all these events mean? As mentioned previously, you now have an opportunity to unshackle your workforce strategies and charter into unexplored territories. With more workers choosing to be independent, and the expanding role of technology to connect talent with employers, you need to reconsider how best to leverage all these potential resources. It's a big job, but it all starts with knowing what's unfolding in the market.

## Move beyond limits in talent

# In the post-digital era, employers shoot for the moon with innovative workforce options

Exploration is an important part of any human capital leader's skills. It enables new possibilities and solves existing problems. Like astronauts who have blazed a trail into space, HR, Procurement and C-suite leaders have a chance today to move beyond outdated approaches and technology to create a new universe with exciting resources at their disposal. Did you know that in mankind's ascent into the stars that...



At only 27 years old, Soviet cosmonaut Yuri Alekseyevich Gagarin was the first man sent into space on April 12, 1961. Two years later, an even younger Valentina Tereshkova, 26, became the first woman to travel into space.



Since then, 536 people have travelled into space, but only 12 have set foot on the moon.



The Voyager 1 satellite launched in 1977 is the farthest man-made object in the universe. It left the solar system in 2013.



Viking 1 is the first vehicle to land on Mars. Since then, the red planet has become the most desired destination for manned exploration, with Elon Musk predicting a trip within the next 10 years.



At 346,000 km/h, the Helios 2 satellite became the fastest man-made object in the universe when it reached this speed in December of 1980.



## TREND 1 Talent mobilization

CLICK TO GO BACK TO **FULL LIST OF TRENDS** 

## A convergence of workforce trends is transforming talent at the speed of light

The World Bank anticipates expansion of the global economy by 2.8% in 2017 and 3% in 2018. That means your organization is likely to face a greater challenge in securing the talent and resources to drive growth. What factors will influence how you engage talent in the near future? The answer is not easy because we are experiencing what is perhaps the biggest convergence of changes ever to transform the workplace and talent practices.

Talent mobilization — the engagement, attraction and movement of workers around the world — is occurring rapidly in today's app-driven gig economy, and the world of work has become significantly larger and more complex. Analyst firm, Bersin by Deloitte, reported that in the U.S. alone, the talent acquisition market was \$245 billion in 2015, with more than 21,000 HR and recruiting software offerings worldwide.

70% have rising expectations of their workers

The growth and complexity in the market is reflected in the changing expectations of workers and employers alike. A shift to gig work, the proliferation of technology and significant geopolitical changes are forcing organizations to reconsider how they manage talent, where they source it and how to win the mindsets of highly desired workers. For instance, 70% of companies surveyed in our 2016 Q4 Talent Intelligence Outlook Report said that employer expectations of workers are continually rising, placing more pressure on them to perform. About the same percentage say that workers have higher expectations of their employers.

81% say talent scarcity will affect their business in the next 12 months

In light of this, technology is serving as a valuable bridge between talent and businesses. Organizations are more transparent than ever, thanks to professional networks, review sites and an emphasis on employer branding. Glassdoor, LinkedIn and many other portals provide an unprecedented look into the core values and aspirations of a business, as well as how it engages and treats its human capital.

Finally, talent mobilization is accelerating as a result of falling geographic barriers — through both globalization and immigration. Companies are finding it easier to procure skills due to technology. Workers no longer need to be onsite for many roles. Cloud platforms, video conferencing and flexible scheduling enable employees to easily collaborate despite thousands of miles separating them.



"Employers must position themselves to embrace today's dynamic world of work. By understanding how this convergence of change will impact their own workforce strategy, they can better win the talent that will drive business forward."

Doug Edmonds, Managing Director – Global Sales & Solutions

## Five ways to prepare for talent mobilization

**Remove barriers** 

workers in this new era.

Know your audience







appropriate messaging, but also through the right channels.

#### Tap into a global talent pool

Technology has bridged the distance between you and talent. Leverage offsite resources when possible to open up access to a much larger talent pool.

Are you culturally ready for a shift in the way talent enters your organization? Begin by identifying process barriers that no longer accommodate the preferences of

Want to attract the right kind of talent? Begin by identifying their desires and habits

as part of your employer brand-building. Make sure you reach out not only with the



#### Expand your search

Even when a role requires an onsite presence, don't limit your search to nearby markets. As mobility rises, consider looking in a larger geographic area.



#### Invest in the right technologies

There are a vast number of solutions to source, engage and manage talent. Make sure to choose the right investments that are also futureproof.



## TREND 2 Robots in the break room

CLICK TO GO BACK TO FULL LIST OF TRENDS

## Science fiction is now reality in the workplace

What do a flying camera that tracks your movement, a digital personal assistant that listens to your commands and a self-driving taxi that takes you home have in common? They are all part of a digital workforce that will forever change how business gets done. Automation and robotics are leading to market opportunities for many companies and creating a tremendous transformation in the workplace.

In our latest global Talent Intelligence Outlook survey, one-quarter of human capital leaders indicated that their companies have increased the use of automation and robotics in the past 12 months. Half of them say adoption of automation has had a positive impact on their business. For example, Tom Athron, group development director of U.K. retailer John Lewis Partnership, recently explained at the CBI 2016 Annual Conference that automation and robots have provided new ways to market and fulfill customer orders.



Athron is not alone. Car services Uber and Lyft are now testing automated vehicles in the U.S., and Lyft co-founder John Zimmer predicts the majority of his company's rides will be driverless within five years. Amazon and UPS are piloting drone delivery programs, two of many businesses considering unmanned deliveries. One American company, Workhorse, already has a delivery solution to launch drones from the tops of trucks, reducing costs while improving speed. These are just a few examples of how automation and robotics are supplementing the workforce.

48% say robotics have had a positive impact

In HR, automation promises to help organizations become more responsive. Our survey found that self-service tools garnered the second-highest level of investment among more than 400 respondents. Other areas receiving high levels of investment include online onboarding systems, candidate CRMs and talent engagement tools.

These and other developments in robotics and automation point to a clear need for new skill sets. According to Randstad's Flexibility@Work 2016 Report, for every high-tech job created in tech-intensive sectors, between 2.5 and 4.4 additional jobs are created outside tech-intensive sectors in high-tech regions. Whether it's to help create new applications to capture data or develop robotics that replace manual tasks, these new roles require HR leaders to consider their part in this new paradigm. Recently, the Harvard Business Review said companies must "shift from managing people to managing experiences and technology." In other words, talent is no longer just about humans; it's about all the resources available to an organization.



"Automation and robotics must be considered an important component of the workforce of the future. Innovation is out of the box, and companies need to embrace new ways of getting work done."

Michel Stokvis, Managing Director – Talent Innovation Center

## Five ways to leverage automation and robotics for better business outcomes



#### Consider business benefits beyond cost control

Automation and robotics have a much greater impact than on labor costs alone. Often, improvements in quality of output also lead to greater business benefits.



## Find new skill sets

Investing in new technologies also means investing in talent to administer and maintain those investments. Don't underestimate the importance of acquiring these skills.

## Mind your competitors

Failing to incorporate nonhuman talent in your workforce may put you at a disadvantage. Look to where you can create an edge over competitors.

## Upskill your teams

Incorporating robotics into your workforce strategy requires a new set of skills. Make sure you are prepared to support digital learning and development.

## Ease in the transition

It's natural for your workers to feel apprehensive about your organization's investments in robotics and automation. Develop a clear communication plan to lessen their anxiety.





TREND 3 Insights-driven organizations

## Intelligence rockets leaders above competitors

What keeps you ahead of competitors in a fast-paced market? How can you deliver the right resources at the right time? How do you know that your workforce strategy is achieving the results your company needs?

48% are investing in talent analytics dashboards

There's no question that market and business intelligence has become more important than ever, but do you have the resources to make sense of the overwhelming volume of data being created every day? With the proliferation of talent and HR systems and tools, living with unmanageable data dumps has become a reality. Separating information you need from background noise is no small task; and acting on that information requires effort.

At the same time, the world of work is rapidly evolving. HR departments are undergoing significant transformation by adopting digital workflows, moving toward integrated talent models and staying current with regulatory changes occurring around the world. Recent geopolitical events and a surprisingly strong global economy are leaving a lasting mark on the talent market. Human capital leaders face an unenviable task of figuring out how these developments fit into their strategic plans, even as a cascade of internal data rains down on them. Fortunately, talent leaders today have access to a wide variety of tools, including predictive analytics that provide business intelligence and facilitate day-to-day decision-making. By leveraging these platforms, HR leaders can easily access important workforce data at a glance and look ahead to an array of indicators. According to Randstad Sourceright's 2016 Q4 Talent Intelligence Outlook survey, about half of human capital leaders indicated that their organizations are investing in talent analytics dashboards to enhance the attraction and engagement of talent. Analytical tools are now viewed by a large majority of global talent leaders as indispensable to recruitment.

71% say analytics play a critical role in engaging talent

Analytics alone can't provide all the insight needed to navigate the changing talent marketplace, but an analytics platform can serve as the nexus to which all other information and data can be fed. With real-time business and market intelligence centralized and viewed from a single source, talent leaders become much more agile and knowledgeable about the resourcing needs of their business. Furthermore, real-time feedback means organizations have the opportunity to address potential issues early on before they become serious problems later.



"Predictive analytics is providing unprecedented business insights and giving organizations the agility they need to transform operations. Expect this agility to further grow as both technology and better utilization of it become further entrenched operationally."

Jason Roberts, Senior Vice President – Strategy & Standardization

# Five ways to make your organization more powerful with predictive analytics

major problems. Make sure you know which parameters matter.







Mitigate potential problems

Identify future needs

#### Manage the unmanageable

Analytics platforms automate much of the processing and interpretation of Big Data so you can focus on translating this information into business context.

Analytical dashboards can help you to identify potential issues before they grow into

By examining current and historical trends in your resourcing needs, analytical tools help identify future talent requirements and support proactive workforce planning.



### Leverage the power of sharing

Use technology to automate the sharing of critical insights with key stakeholders. This also alerts colleagues to stay on top of potential problems.

## Learn from history

Analytical tools are excellent at examining data in historical context. By understanding how your organization has performed in the past, you have a better understanding of current results.



TREND 4 The freelance economy

## Exploring a rapidly growing talent pool

With 20%-30% of the working-age population in the U.S. and Europe estimated to be independent workers, employers need to reassess how they can benefit from the burgeoning freelance economy. As many as 162 million now work for themselves in these markets, according to McKinsey. This means freelancers represent a powerful force of talent that every organization should incorporate into their workforce strategy.

Fueled by a proliferation of portals that connect buyers with talent, the freelance economy offers compelling value to employers. Workers possess a wide array of skills, can be onboarded quickly and are very cost effective as they are utilized as needed. More importantly, the majority of freelancers choose to take on independent work, rather than being forced into it because of financial need, McKinsey reports. Independent workers also experience a higher level of job satisfaction, which can improve work quality.

70% say utilizing freelancers is influencing their business

The challenge is to effectively integrate independent workers with other permanent and contingent talent. Until recently, most organizations simply had an ad hoc approach, relying on hiring managers to tend to their own freelance resources. To fully leverage the power of the freelance workforce, human capital leaders must develop a strategy for identifying opportunities for using freelancers and systematically incorporating them as part of the overall talent management process.

say the freelance economy drives growth

There are challenges to engagement. In recent years, authorities around the world are taking a closer look at how companies classify freelancers. In a number of cases, employers have been found violating labor regulations by classifying employees as independent workers. Some countries have adopted legislation to prevent unfair labor practices. Additionally, some on-demand services have come under the microscope of regulators for dictating the way contractors work.

Another area of consideration is the sourcing and procurement of the right kind of independent talent. While there are many portals available to engage independent workers with skills ranging from graphic design to car services, the level of vetting varies with each platform.

A more expeditious way to manage independent workers can be achieved through Managed Services Programs (MSPs). This approach can help ensure consistency in engagement, full use of the talent supply chain and compliance with regulations. Furthermore, MSPs can support the integration of Freelancer Management System (FMS) technology with the employer's Vendor Management System (VMS).

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"The booming freelance economy is taking business into uncharted territory. Not only will independent workers help create new models of working, but they will also transform existing ones."

Scott Fraleigh, President – MSP & PICS, Americas

# Five ways you can use freelancers to accelerate workforce strategies



## Many on-demand portals specialize in specific skills. Spend some time to vet the ones that offer the most relevant workers for your business needs.

Access the right skills



## Think globally

A lot of freelance work can be conducted halfway around the world at highly favorable rates. Don't limit yourself to finding talent in your geographic area.



#### Consider permanent hires

You don't want to lose high-performing freelancers to competitors. Gauge their interest in becoming a permanent employee or entering into a longer contract.



#### Offer flexible options

Rather than lose good employees who leave the company due to a life event, consider offering them a freelance position that allows greater work-life flexibility.



#### Ask your solution provider

Not clear on how to integrate independent workers into your talent strategy? Consult an MSP provider, who likely has extensive experience in the matter.



TREND 5

Millennials in the workplace

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## All grown up but are they ready to steer the ship?

Millennials are the biggest generation in the workforce today, and they are also the most savvy when it comes to working in a post-digital world. With a smartphone perpetually in one hand, today's younger talent is transforming the way work gets done. Defined as those born from roughly 1980 through mid-1990s, Millennials are now moving into leadership roles, especially in high-tech industries where workers in their 20s are often at the executive table.

50% say Millennials in leadership have made a positive impact

With their digital abilities, high energy levels and rising expectations of employers, this group appears poised to transform corporate values and work habits. Their influence on organizations is already being felt as their high-pace approach fuels growth. They are highly comfortable leading the digital ambitions of their employers, helping to drive important changes to stay ahead of the market. In fact, our 2016 Q4 Talent Intelligence Outlook survey showed that half of respondents say having this generation move into leadership positions has either transformed their business or produced a positive impact.

However, there are concerns over their readiness to be leaders, according to the Gen Z and Millennials Collide @ Work study conducted by Randstad and Future Workplace. This 2016 survey of more than 4,000 Millennials and Gen Z workers in 10 countries found that many are ill-prepared to be managers. Of those surveyed, only 29% said they were effective at resolving conflicts, while just 22% said they worked well with older colleagues or on a team. A mere 27% rated themselves as good managers.

It seems they are not alone in this outlook. According to a separate study by Future Workplace, 45% of Baby Boomers and Gen X respondents feel that Millennials' lack of managerial experience could have a negative impact on a company's culture.

22% of Millennials say they work well with older workers

In addition, according to Deloitte, Millennials are less loyal to their current employers. In its 2016 Millennial Survey of 7,700 workers in 29 countries, the advisory firm found that two-thirds expect to leave their employers by 2020; a quarter would do so within a year.

Organizations need to develop better leadership training for Millennials to promote greater cohesion and teamwork. Furthermore, companies must regularly survey their younger workers to understand how to nurture loyalty. In this respect, retention is the new recruitment. The company that best holds on to its workers will have a significant talent advantage over its competitors in the future.



"The energy, skills and ambition that Millennials bring to an organization are truly exciting, but they have unique approaches to work. Companies should consider their needs and rethink how to attract, engage and develop this powerful group of future leaders."

Louisa Wilson, Chief Marketing Officer

## Five ways you can optimize Millennial leadership skills













#### Keep them engaged

Millennials thrive on challenges and rewards. Ensuring they are in skill-appropriate roles and incentivized to perform at their best will lead to the best outcomes.

## Provide continuous feedback

They also want complete transparency about their performance. An annual review is not enough because they crave regular input and recognition.

## Offer relevant leadership training

Millennials' skillsets differ from those of previous generations, which means they need different types of training to keep them engaged. Make sure you understand the needs of younger workers and develop leadership programs appropriately.

## Gauge their social interaction

Emotional Quotient (EQ) in the workplace tends to develop with experience, so keep an eye on how well Millennial leaders interact with Gen X and Baby Boomers to advance a team mentality.

## Understand the importance of balance

Despite their ambitions, Millennials also desire a good work-life balance. Make sure you don't burn out this younger generation before they are ready to move into senior positions.





## Is your company ready to break new ground?

More than ever, technology is playing a role in the way companies source, engage, acquire and manage talent. Post-and-pray days are over, as the best-performing recruiters turn to a potent mix of methodology and tools to find highly desirable candidates, wherever they may reside. Your company may boast competent recruitment teams, but do you have the right technologies to support them?

Consider the long evolution technology has made over the past decade. Job boards are still relevant in many markets, but there are also many other resources. Recruitment marketing platforms play a vital role in helping employers automate the steps in managing the candidate lifecycle, from employer branding to pipeline sourcing, and innovative all-in-one platforms carry that process through to offer and acceptance. And in a time of growth for gig workers, FMS technology is enabling companies to establish a direct connection to a larger supply of independents.

77% say they are investing enough in talent innovation

This is just the tip of the iceberg in the talent technology market. Each new innovation brings new functionality and integration points, but it also has the potential to complicate organizational processes. The right technology, such as an analytics platform, can be unifying and serves as the foundation for a company's technology stack. The challenge is to determine which investments can benefit your organization and how much.

According to our 2016 Q4 Talent Intelligence Outlook survey, most organizations are content with their investments, with 77% agreeing they are investing appropriately in talent innovation. An even larger portion (79%) say technology adoption in their companies has enhanced the attraction, engagement and retention of talent.

7% are investing in recruiting marketing and video interview platforms

Nearly half of those surveyed said they are investing in talent analytics to enhance recruitment, while 47% say they are investing in recruitment marketing platforms.

The transformative effect of technology is also reflected in its overall impact on HR. Digitalization of the function is seen as one of the most influential developments as organizations shift from analog, manual systems to cloud-based platforms and automation. This trend supports the larger movement of businesses shifting into digital products and services, ranging from new apps to electronic patient records to consumer products connected to the internet. Technology will not only be front and center in talent mobilization, but also business growth.



"Being tech-ready is a must for enabling an organization's talent strategy. The challenge is choosing the right innovation among a sea of HR-related solutions in the marketplace today."

Casimir Turbak, Manager – Technology Enablement

## Five ways to become tech-ready for talent

Start with an audit

technology can help improve the situation.







## Tally the internal costs

determine the right choice.

Remember to tally all related costs of a technology buy. This includes internal costs such as staff time, training and integration.

complete platform? Your tolerance for costs, integration and time-to-implement will

Identify the gaps in your current talent acquisition process and determine whether

Decide on a big-bang investment or point solution Can you fix your pain points with a simple point solution, an HRIS add-on or a

#### Consider a turnkey solution

Buyers of <u>Recruitment Process Outsourcing (RPO)</u> and <u>MSP solutions</u> may be able to leverage the technologies of their service providers. They may offer a complete technology stack that is already built in to the talent program.

#### Develop new skills

Human capital leaders need to become tech experts themselves to ensure their organizations are well-prepared to stay competitive for talent.

#### CLICK TO GO BACK TO FULL LIST OF TRENDS





## Creating a new paradigm for the workforce

Looking to be a true trailblazer in talent management? Consider an integrated talent approach to transform the way you attract, engage and manage talent. Build a model that encompasses all of your workers — permanent employees, temporary staff, Statement of Work (SOW) labor, freelancers and contractors — and you'll create a workforce fully prepared for the demands of the business.

Under an integrated model, the old barriers collapse. In a leading role, HR comes together with Procurement in a united, strategic approach. Instead of delivering talent based on predisposed notions, a holistic approach leverages talent advisors to work with hiring managers to determine the best resource. For example, a permanent role may be replaced by a combination of contingent workers. Several part-time positions may be performed by a single employee or SOW contractor.

91% of adopters are very satisfied with an integrated talent model

An integrated talent approach removes silos that typically slow organizational agility. By deploying the right type of worker to any role, it optimizes resources and reduces time-to-fill and costs. Furthermore, a consolidated view means full visibility of the entire workforce, access to critical analytical data and timely delivery of workers when hiring managers need them. The reasons for investing in an integrated talent approach are compelling. Everest Group research estimates that adoption can save an organization as much as 12% in overall recruitment costs. Randstad Sourceright's 2016 Q4 Talent Intelligence Outlook survey recently revealed that of the companies with integrated talent models, 91% reported being extremely or very satisfied with their investment. There is widespread recognition that this approach has significant benefits because a majority plan to invest in an integrated model in the near future.

68% say they are likely to adopt an integrated model in the next 12 months

Implementing an integrated talent strategy requires commitment and it is not a short-term fix. SIA defines a six-stage process for achieving a truly integrated workforce. Even when considering outsourcing to a solutions provider, an internal team must be committed to building the talent strategy, managing the partnership and embedding the approach throughout the entire organization.

Companies that go down this path report excellent outcomes. Our survey shows they invest in an integrated model to create hiring efficiencies, build for the future, bring strategic value to HR, reduce time-to-fill, gain significant savings and more — all of which are critical to acquiring the right talent to support growth.



"It's time for organizations to consider how they can eliminate the traditional talent silos that hold them back. To enable a more agile and effective workforce will mean embracing a transformative integrated talent model."

Shirley Jones, President – Randstad Corporate Services

## Five things to consider about an integrated talent model



### Make quality of talent a priority

Placing the wrong kind of talent into critical roles not only results in high turnover, but also lost-opportunity costs. An integrated approach aims to enhance talent quality and fit.



#### Get expanded access

With a talent pool expanded by the inclusion of both contingent and permanent workers, adopters are better positioned to fill their needs.



### Achieve visibility

An integrated program means you have full visibility over all the talent supporting the entire organization, which provides peace of mind for spend and compliance.



#### Optimize business agility

By leveraging the right type of talent when you need it, an integrated model means your business can quickly deploy talent as needed.



#### Elevate HR's value

By achieving the above benefits, HR leaders demonstrate value and reinforce their right to a seat at the table in driving business strategy.





## Know your competition in the race for talent

If you want to gain a competitive edge in your market, one of the most important priorities is to ensure you have the best talent on your team. And to get star performers, you have to win the battle of employer brands.

Employer branding was once an afterthought for talent leaders, but that's no longer true. Today, workers insist on knowing what a company stands for, its mission and goals, what its employees think and why they should join its ranks. With talent scarcity and competition for great workers rising, organizations must make a clear and compelling case that they are an employer of choice.

> plan to increase spending on employer branding over the next 12 months

Furthermore, employer branding has a financial impact. A study performed in the U.K. by LinkedIn found that a company with 10,000 employees and a weak employer brand could pay as much as £4 million in additional wages to acquire workers.

The reasons for investing in employer branding are clear, and many organizations are aggressively doing so. The Randstad Sourceright 2016 Q4 Talent Intelligence Outlook survey found that 40% of human capital leaders plan to increase their spending on employer branding in the next 12 months. While 52% say their biggest competitors for talent are those operating in the same industry, one-third believe it could be any employer with a visible brand presence.



believe companies featured regularly in the media are their biggest competitors for talent

As companies dedicate resources to things such as the candidate experience, social media and alumni programs, they will likely recognize the need for continued investments and expertise.

While there is no question that focusing on employer branding is a must for organizations competing for talent, what's not clear for many talent leaders is how to enhance their brands. Often, they focus on part of the strategy corporate career sites, talent communities and social media — but they may miss out on the bigger picture, which is defining the Employee Value Proposition (EVP).

Defining the EVP is an important part of the overall brand strategy, but it's not the only one. There are many steps to attracting and engaging talent in this post-digital world, especially as worker habits change. Creating an authentic brand voice is becoming increasingly difficult, but it's what you need to do to capture the attention of those difficult-to-find skills.



"Companies that struggle with talent scarcity must chart a new course that leads them to a bigger pool of workers they may not have previously considered. This will surely produce more desirable results in their recruitment efforts."

James Foley, Senior Director – Employer Brand

## Five requirements for an effective employer brand







#### Be genuine about your company

Today's younger workers have become immune to marketing-speak, so make sure you are authentic in your employer brand strategy.

#### Promote transparency

Your company is already transparent, thanks to sites such as Glassdoor, LinkedIn and other channels. Attempts to obscure your work environment, your people and other aspects may backfire.

#### Rely on employees and alumni

What's more genuine than hearing from current workers and former employees? Leverage their voices to help turn up the volume on your employer brand.

#### Don't forget the internal message

Retention is every bit as important as recruitment. Reinforce your EVP with current employees to keep them energized about why they joined the company and why they want to stay.

#### Paint the future

Employees and potential talent alike want to know what's ahead for them. Make sure your business leaders effectively communicate how every person can contribute to the business strategy and goals, and what opportunities lie ahead.





## The new normal for managing talent is digital

One of the most exciting developments for HR over the past decade is the acceleration of technology adoption. This trend has fast-tracked the digitalization of HR, enabling companies to create unprecedented efficiencies by eliminating many manual tasks prone to error and delay. Thanks to digitalization, HR is achieving tremendous progress in fulfilling its role as a business partner and improving its responsiveness to internal clients.

39% say digitalization will have a greater influence on their business

Expectations today are for instant access to data and reports, facilitated by self-service, cloud service and integrated systems. Analytical dashboards and on-demand talent tools provide visibility across the workforce. Never before has HR been capable of providing so much connectivity for workers and candidates, insights for managers and agility for the organization. By continually enhancing efficiency, the trend is elevating HR into a more forward-thinking, agile and perceptive role.

Survey respondents to our 2016 Q4 Talent Intelligence Outlook survey said digitalization was the No. 1 influencer on HR in the past year, with 63% saying it either had a positive impact or transformed their business. An even larger number (78%) say it will continue to have a significant influence in the year ahead. Conversely, despite integration challenges, only 6% saw the digitalization of HR as one of its biggest pain points.

Our survey revealed that many of the investments made by organizations are accelerating this digitalization. For instance, the top three areas of investment in the past 12 months heavily leverage digital platforms: employee self-service, online training and development and workplace culture, feedback and engagement. Other key areas include performance management tools and talent analytics.

6% say digitalization is their biggest pain point

Digitalization will also be critical for HR's future as it marches toward an integrated talent model. This approach requires all talent types permanent employees and contingent workers to be fully administered through the employer's single instance of a talent management system. Under this scenario, few analog workflows will exist as digital processes take over.

One critical downside for HR is the need to upskill. HR leaders must pick up new skills and insights to guide them through this dynamic period. For those who grew up on Crystal reports, learning how to translate the outputs of countless numbers of new tools will require a new set of skills.



"Human capital leaders understand that to accelerate their talent strategies, they must begin by moving as many of their existing processes into a digital workflow. Doing so creates the efficiency and organizational clarity required for transforming their workforce."

Roop Kaistha, Regional Director – Client Services Asia Pacific

## Five ways to make digitalization more effective



#### Achieve greater efficiency, fewer errors

The conversion of analog processes and systems will naturally reduce errors and increase response times.



#### Create a more responsive service

The ability to retrieve data and deliver a broader array of services with the push of a keystroke means happier internal customers.



#### Accelerate integration

Digital systems, even when they are from different vendors, play better when the information that feeds into them is in common digital formats.



#### Remember, it's a long-term cost play

Digitalization will reduce labor and error costs. When weighing upfront spend against the benefits, consider the impact over time.



#### Clarify what future generations can expect

Millennial and Gen Z workers will expect nothing less than a full digital experience in the workplace, and holdover processes and systems will simply slow them down.





## The new way to create a competitive advantage

#### According to our 2016 Q4 Talent Intelligence

Outlook survey, many buyers of contingent talent believe they will increase the use of flexible workers, with one-third predicting that up to 30% of their workforce will be flexible in the next 12 months. It's one more piece of evidence that companies are shifting to a more agile model by choosing the best-suited and most cost-effective type of talent for their tasks.

say at least half of their workforce will be contingent a year from now

Temporary staff, gig workers, independent contractors and Statement of Work (SOW) talent are all playing a greater role in delivering business output. Once thought of as secondary to a company's employee base, contingent talent is now indispensable to many businesses. They deliver critical goods and services, may make up the bulk of an organization and even hold leadership positions.

As much as the number of flexible workers has grown in numerous organizations, many employers are still unclear about how to manage them. They are confined by traditional talent silos, unable to see independent workers as more than just supplemental resources. Many companies are not efficient at sourcing, engaging and onboarding freelancers. Others have no systemic way for approaching, hiring and tracking SOW talent. A remarkable number of companies still lack visibility into their overall contingent spend. It's a problem sure to grow with the ranks of flexible workers coming through their doors.

So how can businesses better position themselves to optimize contingent talent? Begin by discarding preconceived notions about these workers and focus on fully incorporating them into the overall talent strategy. Realizing the power they can bring to an organization will ease fears about talent scarcity and expand the talent pool available to hiring managers.

plan to better leverage contingent talent to alleviate skills shortages

Once you integrate flexible talent into workforce planning, consider all the different roles they can fill. On close inspection, you may find many more jobs can be ably performed by a freelance worker or an independent contractor. This will affect both time-to-fill and costs, further providing a business advantage.

Finally, you might have a robust VMS in place, but can it handle the administration of freelancers and SOW talent? Do hiring managers that directly supervise these workers know how to use these administrative tools? There are many considerations for optimizing contingent talent. You'll need a game plan to cover all the bases.



"The growing use of flexible talent will help companies become more agile in a highly competitive economy. Employers will have more resourcing choices — and possibly more complexities they need to navigate."

Joost Heins, Market Intelligence Manager

# Five ways to maximize the value and impact of flexible talent



## Invest in proper tools

Do you have a platform for administering and rating the performance of independent workers at your organization? Without one, you won't be able to efficiently manage these workers.



## Follow the rules of attraction

Get the best contingent talent to work at your organization by tailoring your employer brand strategies to their needs.



## Keep compliant

Misclassification of workers is a big problem in many markets. Make sure hiring managers who directly engage with independent workers know the laws governing their work rules.

### Keep great performers engaged

Even when a project is complete, you still want to stay engaged with great contingent talent for other work. Make sure you have a process for doing this.

## Consider an integrated talent model

Consider adopting the integrated talent approach of incorporating flexible workers into your overall workforce strategy. The result can help you optimize your use of talent in terms of quality, agility and cost.

#### about Randstad Sourceright

Randstad Sourceright is a global talent solutions leader, driving the talent acquisition and human capital management strategies of some of the world's most successful employers. We help these companies discover and develop their "Human Intelligence Advantage" by quantifying the true impact of their talent strategies.

Our subject matter experts and thought leaders around the globe continuously build and evolve our approach and solutions across recruitment process outsourcing (RPO), managed services programs (MSP) and integrated talent solutions.

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