ELEVATE YOUR PROGRAM TODAY

CWS Council Research

The Contingent Workforce Strategies (CWS) Council is a business intelligence and advisory service for corporate buyers of contingent labor. CWS Council membership is designed to benefit organizations that strategically plan and engage contingent workforces. Staffing Industry Analysts (SIA) assists members with validating contingent labor sourcing strategies, cost savings methodologies and assessing service providers using best practices and analytics from experienced industry practitioners. SIA provides access to the most comprehensive and extensive research available about the contingent workforce, and aids in solving the most vexing contingent workforce-related problems.

The CWS Council plans a robust agenda of initiatives each year, and offers an extensive archive of existing reports and tools exclusively for your benefit to address the opportunities, challenges, disruptions and paradigms that are emerging around the rapidly-evolving workforce solutions ecosystem and across the globe.

The following pages spotlight our current and forthcoming research. Many of the reports and tools listed in this portfolio are available for Council members to download now, while others are planned for publication later this year. New deliverables may be added on an ongoing basis during the year, and the final list is subject to change. Access to research is available 24/7 at www.staffingindustry.com.

Global employers can take advantage of discounted multi-region membership in order to access all of our international tools and solutions. Access to region-specific content varies by membership type.

CWS Council Membership Regions

CONTACT US

Contact us today for questions about your membership, or to become a CWS Council Member and start using SIA’s business intelligence and advisory services to sharpen your edge in today’s fast-moving, competitive marketplace.

www.staffingindustry.com/cws-council
enterpriseservices@staffingindustry.com
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EMEA & APAC +44 (0) 203 823 9900
RESEARCH REPORTS, TEMPLATES & TOOLS

The following is a list of CWS Council deliverables, organized by topic.

**Sourcing & Managing Suppliers**

**Contingent Workforce Sourcing Models.** This report outlines the various sourcing models used by contingent workforce programs.

**2017-2018 Staffing Company Survey Results.** This series of reports provide an overview of the key trends, attitudes and practices among staffing firms, based on results from an extensive survey of staffing executives across our global regions.

**General Agreement for Agency Personnel Services.** This template can be used for writing agreements with staffing agencies, and also contains explanations of pricing components and performance measurement criteria.

**Program Office Model.** Use this interactive tool to determine your optimal program office staffing plan. This model can incorporate both outsourced and insourced MSP resources.

**Staffing Agency Performance Review: Best Practices.** This report provides a list of metrics and key performance indicators, a sample agency scorecard, and a list of “Do’s & Don’ts” to help make an agency performance review as effective as possible.

**Supplier Financial Risk Evaluation Tool.** This Excel-based tool evaluates the likelihood of financial failure for staffing suppliers based on their current financial data using a “Z” score methodology.

**Template: Score Sheet for RFP Response Evaluation.** SIA provides a detailed template to allow program managers to evaluate staffing supplier bids in response to an RFP (request for proposal).

**Template: RFP – 1099 Compliance & Payrolling Support.** This RFP template is for use in selecting firms to aid in independent contractor compliance and payrolling services.

**Workforce Solutions Ecosystem Update.** This report updates, codifies and defines the various parts of the Workforce Solutions Ecosystem, highlighting the interconnected networks comprising the Staffing Industry and other types of Workforce Solutions and noting the changes to the industry in the last 12 months.
Online Staffing, Human Cloud & Freelancer Management Systems

Contingent Workforce Professionals Guide to Engaging the Human Cloud. Best practices for program owners looking to leverage human cloud-based talent channels as part of their contingent workforce strategy. Human cloud may include FMS, crowdsourcing, freelancer management, online staffing and more.

Evolution of Enterprise-Strength FMS. As talent increasingly explores non-traditional ways of working, Freelancer Management Systems are evolving in step. This report charts that evolution and how enterprise today is engaging this new workforce technology.

FMS Service Differentiators Report. This report picks up where our inaugural report on this topic, The Rise of Freelancer Management Systems, left off and is meant to be the definitive study on the state of the industry, including coverage on how to differentiate between providers in this rapidly evolving space.

The Human Cloud and the Gig Economy. Our annual update of the surging market for online/human cloud staffing details the market size, players, trends and developments, with particular focus on the business-to-business segment of the human cloud and on providing a glimpse into how firms will manage and engage talent and get work done going forward.

Workforce Solutions Buyers Survey: Trends in Online Staffing Platforms and Freelancer Talent Pools. This report explores how buyers are viewing and responding to the emergence of online staffing platforms (present and future), including plans for more adoption, integration into contingent workforce management programs, and internal organization barriers and adjustments they are identifying.

Three Components of a Human Cloud Business

- **Technology**
  - In-app communication
  - Document upload
  - Search/match automated recruiting
  - Scheduling
  - GPS tracking
  - Talent pools
  - EOR
  - Tax document management
  - Contract management
  - Payments
  - Open or private
  - Various levels of curation
  - Specialized vs. many skill sets
  - Contract management

- **Services**

- **Marketplace**
Vendor Management Systems (VMS) & Managed Service Providers (MSP)

Our industry-leading coverage of the VMS and MSP marketplace features reporting on several components, focusing on future investment strategies, innovation, geographic capabilities, market differentiation, and customer case studies when appropriate. The first six descriptions below provide the breakdown of these reports, along with their core market and provider focus.

**MSP Report, Part 1: Drivers, Innovations & Geo Capability.** This report covers key investment areas and innovations, details capabilities per geography, and features case studies.

**MSP Report, Part 2: Market Sizing.** This component of our enhanced coverage includes revenues and sizing by geography, job, industry and service.

**MSP Report, Part 3: Market Differentiators.** This section addresses market differentiators and compares the hundreds of services utilized by managed service providers in running a contingent workforce program. See how your MSP compares to others and learn which features are becoming industry standards.

**VMS Report, Part 1: Drivers, Innovations & Geo Capability.** This report covers key investment areas and innovations and details capabilities per geography.

**VMS Report, Part 2: Market Sizing.** This component of our enhanced coverage includes revenues and sizing by geography, job, industry and service.

**VMS Report, Part 3: Market Differentiators.** This section addresses market differentiators and compares the hundreds of features of vendor management systems utilized in the management of contingent workforce vendors. See how your VMS compares to others and which features are quickly becoming industry standards.

*Three waves of the VMS evolution: Supplier Centric, Talent Centric, and Marketplace & Client & Data Centric*
Building & Operating a Global MSP Governance. This report describes the key components of a global governance team and outlines key steps needed to establish and maintain an effective multi-national governance structure. It is most applicable to organizations that are either in the midst of or planning for a multi-national program rollout.

MSP Model Overview. Vendor-neutral, hybrid, and master supplier are the most referenced terms when it comes to engagement models, but these are just high-level definitions, and the nature of the landscape is changing, calling for new models. This report revisits and updates the various models of engagement and discusses the pros and cons of each.

Template: MSP Negotiation. This Excel-based tool can be used for ideas when negotiating with an MSP program.

Template: MSP RFP. This RFP template is for use in selecting firms to aid in MSP initiatives.

Template: VMS RFP. This RFP template is for use in selecting firms to aid in VMS initiatives.

VMS/MSP Provider List. The VMS MSP Providers listed in this report represent the providers that SIA have visibility of and represent companies from across our global regions. Users are able to apply filters based on interest in VMS providers, MSP providers, regional capability or specific industry focus.

Legal/Risk/IC Misclassification/Co-Employment

Brexit Expectations. Our latest guidance on the expected impacts of Brexit across labor markets, economies and workforce planning scenarios.

Co-employment Basics. This overview addresses co-employment and compliance concerns, as well as relative risk mitigation techniques that can be incorporated into a company policy.

The Compliance Landscape US. In this report, we review the compliance landscape in the U.S. as it stands several months after President Trump’s inauguration. We consider the impact of proposed reforms and new legislation on the workforce ecosystem.

Data Protection. With the era of big data, governments are increasingly focused on digital rights and legislation is rapidly evolving. Our Global Data Protection report will provide an update on legislative changes globally while our GDPR Guide looks more closely at The Global Data Protection Regulation which comes into effect in the EU in 2018. This guide distills what you need to know for compliance and helps you understand how this new legislation impacts your business.

Developing Your Contingent Workforce Risk Management Strategy. Use this framework to evaluate and analyze the myriad risks your organization is likely to face with the use of contingent labor.

Developing a Global Risk Assessment Framework. Contingent workforce risk can be a complex issue across multiple countries. Our risk assessment framework will help you better understand categories of risk and how you can mitigate them, including examples from a number of international markets.

Global Laws on Co-employment, Deemed Employment and Joint Liability in Staffing Relationships. This report looks at the differences between joint employment, joint liability and deemed employment and highlights some of the countries where these risks arise in relation to the use of contingent agency labor.
IR 35 Guide. Your guide to understanding how recent reforms to IR35 tax law in the UK affects independent contractors.

IRS Training Document – Independent Contractor or Employee? This 160-page IRS document provides a comprehensive look at IRS policy for evaluating IC’s to determine their proper status.

Payroll & Compliance Landscape. Global, in-depth study of companies providing contractor payrolling, umbrella service and IC evaluation service. This report enables you to compare and contrast your current vendors with others in the marketplace, and gives you an idea of trends in the overall market, along with extensive data and analysis on spend under management, global reach, and supplier differentiators.

Quarterly Legal Updates. These quarterly updates for each of our regions provide regular news and analysis of case law and legislative and regulatory issues affecting the use of contingent workers around the world. Additionally, our regional Legal Calendars for 2018 look ahead at expected regulation and potential legislative developments in the pipeline for the coming year.

Status of IC Misclassification in the Netherlands. A current look at Dutch legislation and compliance protocols surrounding the growing independent workforce and how contractors are classified.

Template: Contingent Worker Policy. This sample document can be used to help draft a policy for using contingent workers.

Globalization

The Global Gig Economy.
Issued annually, this report covers our latest global estimate of spend on temporary staffing and other forms of contingent labor, with estimates for major countries.

Market Snapshots. Our market snapshots provide an executive summary of individual staffing markets. They can be used as a barometer to assess the relative business environment within each market and are designed to help you understand the different national factors you will encounter in managing your workforce internationally. Snapshots are available for the following markets: Argentina, Australia, Austria, Belgium, Canada, China, Colombia, Denmark, Finland, France, Germany, Hong Kong, India, Ireland, Italy, Japan, Luxembourg, the Netherlands, Norway, the Philippines, Portugal, Singapore, South Africa, Spain, Sweden, Switzerland and the UK.
Most Attractive Staffing Markets Globally. Includes an annual ranking of countries most and least conducive to staffing, based on a variety of factors such as market competition and political stability. The accompanying Market Attractiveness Assessment Tool allows users to conduct their own assessment based on the indicators that they perceive as more relevant to their business case and risk tolerance. Regional reports will also be made available this year.

Most Complex Staffing Markets Globally. Based on our own methodology for evaluating the complexity of contingent markets, this report compares the ease with which a contingent workforce program can be emplaced in various markets. 60 countries are ranked according to ten components: market maturity, regulatory efficiency, employment law burden, labor market efficiency, trade union influence, political stability/corruption, ability to enforce contracts, pricing environment, independent contracting environment and VMS/MSP maturity.

Program Management Models for a Global Contingent Workforce. Use this examination of CW program structures, practices, and supplier management models to manage a contingent workforce on a global or multi-national basis.

Statement of Work (SOW) Management Strategies

Harnessing SOW Spend: Critical First Steps and Lessons Learned. As more companies expand their program to include SOW spend, there is an increasing desire to create a repeatable framework that is based on lessons learned and proven best practices but is also flexible enough to accommodate the unique needs of each organization. This report provides specific recommendations for the earliest planning stages of an SOW solution.

Incorporating Statement of Work Consulting into Your CW Program. As contingent workforce programs continue to mature, achieve performance targets and globalize, a natural next step in program evolution is to integrate additional worker classifications. This report discusses strategies for incorporating one such classification, SOW, into a CW program.

Independent Contractor Country Profiles. The use of freelance contractors and SOW consultants comprises the bulk of the contingent workforce, but data on this segment of the market is very difficult to obtain. We offer a detailed analysis of independent contracting in key European markets such as Germany, France, the Netherlands and the UK, as well as for Australia.

SOW CW Program Management Top Ten Best Practices. An overview of best practices for the program owner when considering including SOW in their CW program.

SOW Engagement Quality Management Practices. Best practices for ensuring program compliance and program adoption in the SOW space.

SOW Maturity by Geography. This report looks at SOW trends per geography as SOW implementation and adoption becomes increasingly prevalent and with the management of SOW consultants as an important area of practice growing regionally and globally.

SOW Pricing Strategies and Tactics. Move beyond reverse auctions with this high-level overview of project pricing and negotiation strategies. This report provides detailed guidance on how to build pricing models and capture opportunities for rightsizing cost.
Program Benchmarking

2017-2018 Workforce Solutions Buyers Survey Results. We present the results of our annual survey which shows the attitudes and trends of buyers of contingent workers in North America, Europe and Asia Pacific.

Program Performance Benchmarking. Based on an extensive survey of the perceptions of contingent workforce managers, this research looks at the overall quality of contingent workers, efficiency of internal resource usage, program cost and risk levels.

Benchmark Cluster: The Contingent Workforce Function. In this report, we provide metrics on how companies structure and execute their CW programs.

Cost Savings, Rate Intelligence & Pricing

The Anatomy of the Markup. Markups, the difference between the contingent worker’s pay rate and the rate buyers are billed, can vary widely depending on a number of factors. This report explains which costs affect a staffing firm’s markup rates.

Cost Savings Methodologies. Agreeing on a cost savings methodology typically begins with guidelines of how your company defines hard savings, soft savings and cost avoidance. This report explores various means of generating and calculating savings and provides an overview of the associated benefits and risks.

A Look at the Temporary Workforce Environment (by market). These individual country reports provide a comprehensive overview of the contingent workforce and include an Excel-based pricing tool for local budgeting and planning. The market overviews contain a wealth of information relating to temporary agency work, the use of independent contractors, the legal landscape, labor union activities, income taxes and social contributions, the working week, employee screening and the use of managed service provision. These reports provide an essential background for anyone using temporary agency workers or independent contractors outside their home market.

Reports and/or separate pricing tools are available for: Argentina, Australia, Belgium, Brazil, Canada, Chile, China, Colombia, France, Germany, Hong Kong, India, Indonesia, Ireland, Italy, Japan, Malaysia, Mexico, New Zealand, the Netherlands, Norway, Peru, the Philippines, Poland, Portugal, Singapore, South Korea, Sweden, Switzerland, Thailand, UK.

Rate Intelligence Best Practices. Our study of the methods and sources for collecting and analyzing pay and bill rates.

US Employment Expense Report. A critical aid for budgeting and planning, this report provides an analysis of trends in payroll expense, with particular attention on healthcare benefits, unemployment tax, and workers compensation insurance and how they affect the cost of temporary workers.

US Statutory Expense Tool. This tool provides a convenient way to access statutory costs such as workers’ compensation insurance, state and federal unemployment tax, and FICA tax by state, year and occupation.
Workforce Planning & Talent Management

New Talent Acquisition Initiatives using Blockchain. This report looks at the latest developments in the use blockchain technology within talent acquisition following on our groundbreaking 2017 report, The Impact of Blockchain on Talent Acquisition.

Susceptibility of Temporary Work to Automation. How likely is it that AI and robotics will replace specific jobs, tasks and skills now and in the future? Based on the latest academic research, this report identifies where AI and robotics are gaining traction across workplaces and what the impact will likely be on temporary work assignments.

Talent Acquisition Technology Ecosystem. This report provides a framework for mapping the entire talent acquisition landscape across the candidate hiring cycle. Essential reading for those who need to keep up-to-speed with new and emerging technologies in the talent acquisition space.

Temporary Workers Survey. The latest results from our annual Temporary Workers Survey give detailed insight into the characteristics of temporary workers and their thoughts on contingent work.

Total Talent Management Landscape. The definitive report on the state of total talent management globally; includes key players, industry drivers, and client success stories, as well as case studies and planning tools.

TTA Market Developments. Total Talent Acquisition refers not only to the operational approaches to sourcing, recruiting, and engaging talent, but also to higher level strategic considerations of structuring or managing the talent supply chain. This report gives an overview of current market trends related to TTA activities.

Workforce Mix Modeling: Finding the Right Balance Between Contingent and Traditional Employees. This research white paper summarizes the key issues involved in analyzing and optimizing an organization’s mix of traditional and contingent workers.

Workforce Mix Optimization Tool. This tool allows collection and analysis of workforce mix data to help drive modeling and optimization.
Recruitment Process Outsourcing (RPO)

RPO – Market Developments. This report will provide you with a comprehensive picture of the RPO market to support buyers who look to drive continuous improvement through their existing programs or to support buyers who are evaluating RPO.

Recruitment Process Outsourcing Insights. This report provides insight into the global (RPO) marketplace, covering market growth, pricing models, and service features across the globe.

RPO Pricing Template. An Excel-based tool designed to give program owners the ability to model anticipated RPO cost and determine the most appropriate sourcing strategies.

RPO Provider List. In this comprehensive directory of RPO suppliers, we list more than 100 companies across the globe that provide recruitment process outsourcing.

What was your primary reason(s) for implementing your primary RPO? Select all that apply. (SIA Buyers survey global response 2017)

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<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Improving recruitment efficiency</td>
<td>66%</td>
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<tr>
<td>Reducing costs</td>
<td>59%</td>
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<tr>
<td>Making hiring more scalable</td>
<td>55%</td>
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<tr>
<td>Accommodating spikes in demand</td>
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<tr>
<td>Improving quality of hires</td>
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<td>Improving workforce analytics</td>
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<td>Improving workforce planning</td>
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<td>For help with seasonal needs</td>
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<td>Meeting talent needs of a short term project</td>
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<td>Improving legal compliance</td>
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Growth/Markets/Forecasts/Trends & More

Country Overviews. With coverage of information on national economies and labor market conditions, these reports provide an aerial analysis as it relates to employment activity. Overviews are available of forthcoming for: Australia, Belgium, China, Germany, Italy, the Netherlands, Singapore and the UK.


Growth Assessments. These in-depth studies of temporary staffing market segments include engineering, healthcare, industrial, IT and marketing/creative segments.
Growth, Market Sizes and Forecast. We provide annual updates to our global estimate of the size of both the staffing industry and the contingent workforce, broken up by major countries and with projections as well.

Key Staffing Trends in 2018 (with SWOT analysis). This report explores this year’s predominate staffing trends and identifies market strengths and weaknesses to help companies best capitalize on opportunity and navigate challenges.

Largest Online Job Advertising Firms Globally. Provides information on key companies in the various parts of the global online advertising market including job boards, job aggregators, social media job sites, community sites, online classifieds and programmatic job ads/job distributors.

Sector Reports and Overviews. These reports provide a look at trends in various sectors of global and regional staffing markets including a ranking (by revenue) of the largest providers in each category. Sectors covered include: IT, Commercial, Finance/Accounting, Engineering, Healthcare, Legal, Marketing/Creative, Direct Hire, Oil & Gas.

Staffing Supplier Lists

We provide the most comprehensive lists of staffing suppliers available, listing staffing suppliers by revenue in the following markets:

Largest Global Staffing Suppliers List

Largest Staffing Suppliers by country:

<table>
<thead>
<tr>
<th>Argentina</th>
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<th>India</th>
<th>Russia</th>
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<td>Australia</td>
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<td>China</td>
<td>Hong Kong</td>
<td>Norway</td>
<td>Switzerland</td>
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Largest Diversity Staffing Suppliers in US

Fastest Growing Staffing Suppliers in US

For many global markets we also cover Largest Staffing Suppliers by sector:

<table>
<thead>
<tr>
<th>Direct Hire</th>
<th>Finance/Accounting</th>
<th>Legal</th>
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<tbody>
<tr>
<td>Clinical/Scientific</td>
<td>Healthcare</td>
<td>Marketing/Creative</td>
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<td>Education</td>
<td>Industrial</td>
<td>Office/Clerical</td>
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<tr>
<td>Engineering/Design</td>
<td>IT</td>
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Structure of the UK Staffing Market. This report provides detail into the structure of the UK market including the number of staffing firms by region and city.

US Monthly Jobs Report. Our monthly jobs report and associated tool are a convenient way for our members to stay on top of employment trends.

UK Monthly Trends. Our monthly bulletin on temporary staffing and permanent hire trends within the UK professional/executive staffing market, these monthly insights track market supply and demand developments.

US Staffing Spend Forecast. An analysis of projected spending trends by skills used and types of services, updated on a regular basis.

General Program Management

CWS Council Contingent Workforce Optimization Roadmap. Our roadmap provides a single, comprehensive view of the most important activities of a contingent labor strategy and the inter-relationships between such activities.

Our related Activity Guides provide overviews of how to approach each Contingent Workforce Optimization Roadmap activity, including description, key steps and outcomes, stakeholder approach, activity relationships, high-level timeline, essential tools, and an activity glossary.

Available Activity Guides include:

- Maximize Talent Value
- Internal Customers
- Drive Agency Performance
- Broaden Program Adoption and Scope
- Control Spend
- Mitigate Risk
- Manage Program Resources
- Identify ROI Drivers
- Survey CW Macro Trends
- Define Program As-Is State
- Characterize Desired State
- Build Business Case
- Choose CW Sourcing Model
- Establish Metrics and KPI's
- Select CW Program Partners/Suppliers
- Negotiate Partner Contracts
- Structure Implementation
- Establish Policies/Business Rules
- Determine Ongoing Roles/Responsibilities
- Configure IT Systems Infrastructure
- Set Up Supply Chain
- Launch Program
CWS Council Discussion Topics. What are the burning questions on the minds of CWS council members? This report is a compilation of questions, answers, and SIA perspectives.

Measuring Internal Customer Satisfaction. We offer measurement techniques and a guide to satisfaction metrics for measuring CW program performance with end-users.

Readiness Evaluator. Many programs fail before they even start due to inadequate preparation. This report will tackle the critical considerations CW program owners will need to address in order to be fully prepared to execute program initiatives.

Sample Document Library. Members share non-confidential document samples for the use and benefit of other council members. Documents are screened and consolidated by SIA. The library of sample documents grows continuously based on member participation.

Documents in the library include but are not limited to the following:

- Contingent Workforce Program Implementation Checklist
- Supplier Selection Project Plan
- MSP Performance Levels and SLA’s
- MSP Performance Measure Presentation
- Contingent Worker Guidelines and Handbook
- Model Staffing Contracts
- RFP Templates
- Project Plan for Sourcing Initiative
- Program Manager Job Descriptions
- Business Case Template
- Contingent Worker Policy Guidelines and Handbook
CWS COUNCIL MEMBER BENEFITS

For over a quarter of a century, SIA has been delivering objective research, insights and analysis as a trusted advisor to the workforce solutions ecosystem. CWS Council membership is designed exclusively for supply management, procurement, HR, IT professionals and department managers who use or engage contingent/temporary workers, independent contractors or statement of work (SOW) consultants.

Analyst Advisory Support

In these challenging times, we know you need an objective advisor to help you make decisions, validate business models or understand the changing competitive landscape. CWS Council members receive unlimited, on-demand analyst access via phone and email and are invited to schedule monthly check in calls. These calls have become one of the most valuable elements of council membership and allow you to stay on top of industry trends, latest ideas and time-tested strategies. CWS Council members may also receive an analyst strategy visit at the location of their choice. These impactful visits, subject to analyst availability and scheduling, provide the opportunity to meet with an industry expert to address your toughest contingent workforce problems.

Topics addressed during a strategy visit may include:

- Current Program State – Global Opportunities
- RFx
- Cost Savings
- Program Support
- Program Enhancements
- Program Contract Challenges
- RFP Decision Support
- Supplier Short List
- Supplier Issues and Dispute Resolution
- Leadership Buy-in Strategies
- Risk Mitigation

These visits are considered a premier benefit of membership, and alone are worth the price of membership. The outcome of these sessions may be a summary memo stating Staffing Industry Analysts’ opinions, further reading and recommended next steps. All sessions are confidential, and SIA will not disclose any information about your plans to others. This service is also available to non-council members for a fee. For more information, contact SIA at enterpriseservices@staffingindustry.com.

Contingent Workforce Program Maturity & Program Office Assessments

SIA offers contingent workforce program maturity and program office assessments to all CWS Council members. The contingent workforce program maturity assessments use a proprietary multi-dimensional tool, the SIA Maturity Model™, with more than 225 individual criteria. To measure an organization’s contingent workforce program maturity according to the five key dimensions (Comprehensive, Strategic, Governed, Measurable, and Sustainable), the assessment framework was designed to be flexible and allows each Council member to assign its own company-specific weights and priorities to more than 50 key attributes of program maturity. The outcome is an abbreviated assessment document with recommended actions, research and options for improvement to take your program to the next level. The Program Office assessments are designed to evaluate MSP integration and management, using critical performance indicators to measure effectiveness of components and to enhance your program.
Peer Networking

Member Calls and In-Person Meetings. Join fellow council members monthly discussions on the most pressing issues facing contingent workforce managers. Often we choose one council member to act as our “case study” for the topic of the month. Topics vary depending on council member interest and needs.

The 2018 Member Conference Call and Meeting schedule is listed below. Typically, Americas calls are scheduled for 11 am PT/2 pm ET, and all Global calls are scheduled for 4pm GMT unless otherwise noted:

<table>
<thead>
<tr>
<th>DATE</th>
<th>EVENT</th>
<th>LOCATION</th>
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<tbody>
<tr>
<td>Thursday, January 25, 2018</td>
<td>CWS Council Call</td>
<td>Global</td>
</tr>
<tr>
<td>Thursday, February 22, 2018</td>
<td>CWS Council Call</td>
<td>Americas</td>
</tr>
<tr>
<td>Thursday, March 22, 2018</td>
<td>CWS Council Call</td>
<td>Global</td>
</tr>
<tr>
<td>Monday, April 23, 2018</td>
<td>CWS Council Meeting</td>
<td>EMEA</td>
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<tr>
<td>Thursday, May 17, 2018</td>
<td>CWS Council Mid-Year Meeting</td>
<td>Americas</td>
</tr>
<tr>
<td>Thursday, June 14, 2018</td>
<td>CWS Council Call</td>
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<tr>
<td>Thursday, August 23, 2018</td>
<td>CWS Council Call</td>
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<tr>
<td>Monday, October 1, 2018</td>
<td>CWS Council Meeting</td>
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<tr>
<td>Thursday, October 18, 2018</td>
<td>CWS Council Call</td>
<td>Americas</td>
</tr>
<tr>
<td>Thursday, November 15, 2018</td>
<td>CWS Council Mid-Year Meeting</td>
<td>EMEA</td>
</tr>
<tr>
<td>Thursday, December 13, 2018</td>
<td>CWS Council Call</td>
<td>Global</td>
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*Schedule subject to change

Aided Peer-to-Peer Calls. Members with a request can call SIA. We will connect you with members (or non-members as appropriate) from other companies who can help with the request.

2018 Buyer Webinar Series

CWS Council Members have direct access to our live and archived webinar series, featuring expert speakers on a variety of important contingent workforce-related topics around the world to boost your level of knowledge on latest industry trends, insights and developments.

www.staffingindustry.com/webinars-buyer

Private Online Peer Community. Council members communicate with each other on topics of urgent importance via a private LinkedIn CWS Council Member group.

On-Demand Topic Calls. We offer short, member-led calls set up on short notice and dedicated to a single CW topic. Previous topic call topics include: SOW program pricing, IC compliance, ACA negotiations and internal program management.
Certification & Training

Be known for your expertise and make it official. Substantial discounts for corporate members on Certified Contingent Workforce Professional (CCWP) and Statement of Work (SOW) Training and Certification. To become certified, participants need to demonstrate knowledge of contingent workforce management best practices by taking a class and passing a rigorous certification exam. Successfully completing the program creates a level of designation that only a select few can call their own.

Certified Contingent Workforce Professional

Staffing Industry Analysts’ Certified Contingent Workforce Professional (CCWP) is an accreditation program designed for HR, procurement, MSP solution providers and others who manage or otherwise participate in corporate contingent staffing. The CCWP certification is available to CWS Council members at a discounted rate. Assessing and expanding the level of expertise of participants, the CCWP is an elite brand of CW program management professionals.

CCWP Statement of Work (SOW) Expert

Expert Certification is an accreditation program designed for HR, procurement, workforce solutions professionals, SOW solutions providers and others who manage a corporate contingent workforce program. The CCWP SOW Management Expert Certification assesses and extends the level of expertise in the practice of CW Program management to include SOW management services, a leading area of expansion in the field.

Brightfield Strategies

SIA is focused on providing independent and objective research on critical issues in the contingent workforce space. To focus on our core competence in research and advisory services, SIA refrains from providing direct deliverables-based consulting support for larger projects. When such additional support is needed by our members to bring more customized initiatives to fruition, SIA will provide a referral to our exclusive consulting partner, Brightfield Strategies. Brightfield is an independent consultancy and workforce analytics company that couples deep expertise with an advanced analytics platform to help organizations design their workforce precisely right. Brightfield’s Professional Services group has worked with our largest CWS Council members on challenging contingent workforce issues, from multi-billion dollar global RFPs to program assessments to strategic workforce planning and global governance projects. Brightfield is also the creator and data steward of Talent Data Exchange (TDX), a membership-based AI-driven analytics platform that enables companies to develop, validate and modify their workforce strategies and compare them with their competition.

Bill & Pay Rate Data/Analysis

As available, members may receive access to average pay and bill rate data by job description and geography. This information is summarized data provided by CWS Council members. This data is ideal for benchmarking selected contingent worker pay and bill rates. Data primarily covers the US market, and some international benchmarks are available as well.
CONFERENCES

SIA’s global award-winning events provide opportunities around the world to learn, network and enhance your program.

The **2018 CWS Summit Europe** will be held **April 24-25, 2018** at the Royal Lancaster Hotel in London. The annual CWS Summit Europe is the premier conference for HR & Procurement professionals from Europe’s leading organizations. The event features case studies and real-world solutions for the evolving challenges in managing today’s workforce solutions program. Whether your program is new and in search of tools to get started or mature and ready to evolve to the next level, the Summit offers content for all. [www.cwssummitwe.eu](http://www.cwssummitwe.eu)

The **2018 CWS Summit North America** will be held **October 2-3, 2018** at the Omni Dallas Hotel, Dallas TX. The CWS Summit features best practices, real-world solutions and high-impact strategies on the future of contingent labor. Case studies, topical sessions and unsurpassed networking opportunities offer actionable insights from others who have mastered similar challenges in driving their CW program into the 21st century. Whether a newcomer to contingent workforce management or a seasoned practitioner, you won’t want to miss the 13th Annual CWS Summit. [www.cwssummit.com](http://www.cwssummit.com)

In 2018, SIA’s award-winning newest conference **Collaboration in Gig Economy** makes its European debut following CWS Summit Europe on **April 25-26, 2018** at the Royal Lancaster Hotel in London. Collaboration in the Gig Economy returns stateside **October 4-5, 2018** following the CWS Summit North America at the Omni Dallas Hotel, Dallas, TX. This unique event allows you to network with peers, HR and procurement buyers, technology suppliers and other workforce solutions providers in gaining insights into increasing revenue and profitability in complex supply chains. Explore cutting-edge legal strategies to manage co-employment, IC compliance and other gig and contingent workforce risks; and understand the latest innovations in the gig economy/human cloud and their impact on talent supply. [www.collaborationgigeconomy.eu](http://www.collaborationgigeconomy.eu) | [www.collaborationgigeconomy.com](http://www.collaborationgigeconomy.com).
EDITORIAL PUBLICATIONS

SIA’s editorial department serves as the daily touch point between our proprietary research and workforce solutions ecosystem with leading industry publications.

**CWS 3.0**

Released weekly, this electronic newsletter highlights key trends, news and analysis, personalities and practices of interest to program managers.

[www.cwstrategies.staffingindustry.com](http://www.cwstrategies.staffingindustry.com)

**Global Daily News**

The Global Daily News brings you the latest news and summaries related to staffing suppliers, contingent work and labor markets, five days a week, available online and direct to your inbox.


**The Staffing Stream**

A Staffing Industry Analyst online editorial property where hundreds of people from across the staffing ecosystem engage with each other. By tapping into the vast reach of the internet, The Staffing Stream will help you in real time so that you can be better informed; more connected and do your job even more effectively.

[www.thestaffingstream.com](http://www.thestaffingstream.com)

**The Lexicon**

The Lexicon of Global Workforce-Related Terms is an essential guide to the various terminology and acronyms used within the workforce solutions ecosystem. Whether you are new to this environment or a seasoned practitioner, you will still find our Lexicon of tremendous value as it covers a broad range of international terms and with annual updates to include any new terminology that appears in the market. [www.lexicon.staffingindustry.com](http://www.lexicon.staffingindustry.com)
SOCIAL MEDIA

Stay connected with SIA across social networks and channels focused on areas of interest for our CWS Council Members.

LinkedIn

SIA’s Company Page provides SIA news, information and conference updates.

SIA’s Community Group is an interactive space for connecting across the workforce solutions ecosystem.

@SIAnalysts: SIA’s official company handle provides global coverage of the workforce solutions ecosystem.

@SIADailyNews: A round up of our of Daily News stories and other editorial content.

@SIAResearch: Latest SIA research and related news and information.

@CW_Strategies: Features articles and content from SIA’s CWS 3.0 newsletter on industry trends and practices.

@CWSSummit: Covering SIA’s CWS Summit conferences, along with related workforce solutions news and updates.

@SIAGigE: Covering SIA’s Collaboration in the Gig Economy conferences, along with related news and updates on the gig economy and disruption in the workforce solutions ecosystem.

@SIACCWP: For the growing community of Certified Contingent Workforce Professionals.

Facebook

Follow us here for occasional SIA news and posts.

YouTube

Tune into to SIA’s video content, featuring thought leadership in action, conference highlights and more on our YouTube channel.

Follow SIAnalysts for a glimpse into SIA’s featured activity.
Contingent Workforce Optimization Roadmap™

Choose the mode for your company: **Transformation** or **Adaptation**

**Transformation**

1. **TARGET**
   - Identify ROI Drivers
2. **ARCHITECT**
   - Survey CW Macro Trends
3. **ARCHITECT**
   - Define As-Is State
4. **ARCHITECT**
   - Characterize Desired State
5. **ARCHITECT**
   - Build Business Case
6. **IMPLEMENT**
   - Choose CW Sourcing Model
7. **IMPLEMENT**
   - Establish Metrics and KPIs
8. **IMPLEMENT**
   - Select CW Program Partner(s)
9. **IMPLEMENT**
   - Negotiate Partner Contract(s)
10. **IMPLEMENT**
    - Structure Implementation
11. **IMPLEMENT**
    - Establish Policies & Business Rules
12. **IMPLEMENT**
    - Determine Ongoing Roles & Responsibilities
13. **IMPLEMENT**
    - Configure IS Infrastructure
14. **IMPLEMENT**
    - Set Up Supply Chain
15. **IMPLEMENT**
    - Launch Program
16. **Orchestration**

**Adaptation**

1. **MAXIMIZE RETURNS**
   - Maximize Talent Value
2. **MANAGE INVESTMENT**
   - Control Spend
3. **MANAGE INVESTMENT**
   - Delight Internal Customers
4. **MANAGE INVESTMENT**
   - Mitigate Risk
5. **MANAGE INVESTMENT**
   - Drive Agency Performance
6. **MANAGE INVESTMENT**
   - Manage Program Resources
7. **MANAGE INVESTMENT**
   - Broaden Program Adoption & Scope
8. **MANAGE INVESTMENT**
   - Control Spend
9. **MANAGE INVESTMENT**
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17. **MANAGE INVESTMENT**
    - Drive Agency Performance
18. **MANAGE INVESTMENT**
    - Manage Program Resources
19. **MANAGE INVESTMENT**
    - Broaden Program Adoption & Scope

**Mode Selection Assistant**

Select your mode: Transformation or Adaptation?

You should most likely be in **TRANSFORMATION** Mode if any of the following are true. Otherwise, **ADAPTATION** Activities are more likely to bring the greatest value to your program:

- You can’t provide clear answers to at least 4 of the 6 following questions.
- You can’t clearly answer #1 AND you can’t easily get the answers.
- You can’t clearly answer #4 AND your company deals with highly sensitive matters that require higher-than-usual degrees of security and/or confidentiality.

1. **What are we paying for our contingent workforce (CW) and is it the right amount?** Can you estimate your company’s annual CW spend within a 10% margin of error? Do you know for sure whether you are paying market rates? Are you paying too much? Are you paying too little and experiencing problems with quality, vacancies, or turnover?

2. **Are my internal customers satisfied with contingent worker talent, output and fit?** Can you easily identify major users of contingent labor (hiring managers and business unit heads)? Are recruiting cycles quick enough for them? Is requesting, approving and paying for contingent workers an easy experience for end-users?

3. **Is our CW program able to scale to handle future growth and/or contraction?** At what point will the current program configuration fail? Can the program handle unpredictable volatility?

4. **Who are the contingent workers on the premises and how long have they been here?** Do you know your precise CW headcount (including independent contractors)? What is the current tenure of each CW’s assignment? Are the proper mechanisms in place to onboard and offboard contingent workers, ensuring appropriate levels of security and confidentiality?

5. **Who supplies the talent and what is our legal relationship with those companies?** Do you know the names of all of the agencies with active placements at your company? Are they all compliant with standard legal and insurance requirements?

6. **What might someone sue us for and what are we doing to protect ourselves?** Have you mitigated sources of liability and regulatory compliance risks (domestically and abroad)? What process controls are in place? Is the CW sourcing and invoicing process easily auditable?
Current CWS Council Members (Partial public list)

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About Staffing Industry Analysts

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