



CAPTURING CONTINGENT WORKER DATA

Critical Standards to Drive Program Talent Quality and Management

Staffing Industry Analyst Advisory Group (SIAAG)

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This summary of contingent worker job requisitioning and data maintenance best practices is for contingent workforce professionals from all arenas; program managers, buyers, solutions providers, consultants and staffing suppliers. Created by leading industry experts from all of these areas, this summary serves as one of a series of detailed contingent work best practice guides for our industry that drive standard practices and tested strategies.

SIAAG Industry Contributors Include: Allegis Group Services, Bartech, Beeline, Brightfield Strategies, IQNavigator, Kelly Services Inc., Manpower Group, Pro Unlimited, Randstad Sourceright, SAP Fieldglass, Staff Management, Synergy Services Strategic Staffing Solutions, Yoh

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STAFFING INDUSTRY ANALYSTS ADVISORY GROUP (SIAAG)

The Staffing Industry Analysts Advisory Group (SIAAG) is a team representative of industry leaders supporting both buyer and supplier communities with a charter to serve as a collaborative forum for sharing and developing best practices, industry standards and priorities related to key strategic initiatives impacting the future of the contingent workforce. SIAAG has a specific focus on:

- Relationships: develop recommended best practice “rules of engagement” between both buyers and suppliers.
- Globalization: develop a best practice framework for global expansion by region and program.
- Performance standards and metrics: develop performance standards that can be adopted by companies to measure program success.
- Innovation: develop and share innovative solutions that can be leveraged across the industry.

SIAAG team members are selected because SIA recognizes their roles as industry experts and leaders in contingent workforce management. Several years ago this small, select group, consisting of both solution providers and buyer organizations, was created to help drive standardization, elevate the importance of CW programs within buying organizations and the importance of the roles of CW program owners and providers who support the often millions to billions of dollars allocated to contingent talent. Most importantly, SIAAG helps to elevate the contingent workforce profession, both from the buyer and provider perspectives. Currently, there are industry experts representing staffing, IC compliance, consultants, MSP and VMS solutions and buyer organizations across multiple industries.

ABOUT STAFFING INDUSTRY ANALYSTS

Staffing Industry Analysts is the global advisor on contingent work. Known for its independent and objective insights, the company’s proprietary research, award-winning content, data, support tools, publications, and executive conferences provide a competitive edge to decision-makers who supply and buy temporary staffing. In addition to temporary staffing, Staffing Industry Analysts also covers related staffing sectors. The company provides accreditation with its Certified Contingent Workforce Professional (CCWP) program. Founded in 1989 and acquired by Crain Communications Inc. in 2008, the company is headquartered in Mountain View, California, with offices in London, England.

INDEPENDENT ADVISORY

We provide practical, actionable, forward-thinking advice to help our clients develop their business and consistently treat them with the utmost respect, honesty and care. In our role as advisors we maintain strict confidentiality. We deliver research and editorial judgments that are completely objective and independent of financial considerations.

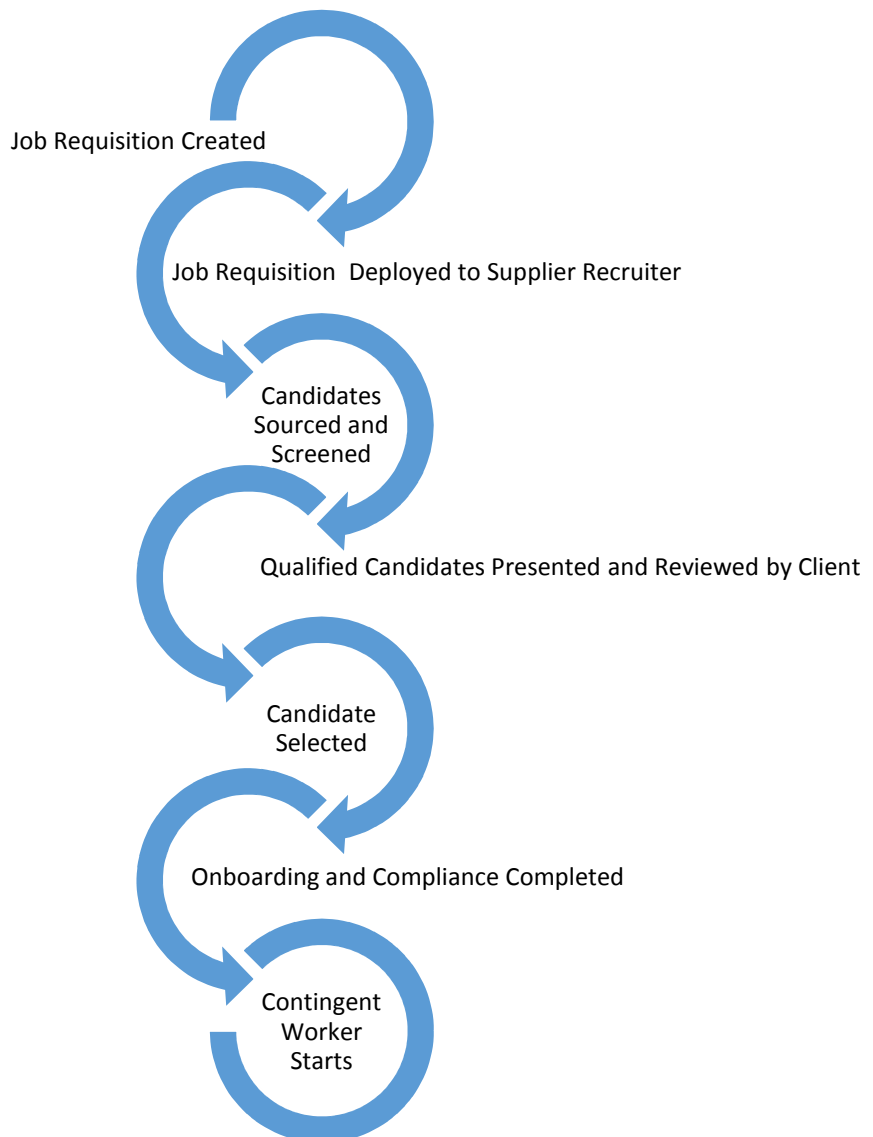
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INTRODUCTION

The purpose of this document is to provide a basis and recommended best practices for capturing the minimum data that should be included in a Contingent Worker (CW) Job Requisition, as well as the minimum data points that should be maintained by a Contingent Worker Program Manager (and end client if the CW program management is outsourced to a third party). The variation of global data policies are also addressed briefly in the conclusion but should be carefully reviewed by country for legal compliance. Note that having a CW Job Catalogue that provides the job specifications are also a best practice in advance of the requisition.

The Job Requisition is the start of the engagement process and may include a pre-populated job catalogue or rate card. The data points included (or excluded) will have long range impact on all critical program components: quality, cost, efficiency and risk.

Overview of CW Engagement Process



PART I: CONTINGENT WORKER JOB REQUISITIONING / STAFF AUG REQUESTS

The formal search for a contingent worker begins with the identification and communication of the type of talent needed, also known as the Job Requisitioning process. A Job Requisition, as defined by Staffing Industry Analysts, is, “a formal written request for a particular job or services that has specific and unique requirements”. When outsourcing the candidate search process, the Job Requisition is most likely the only formal communication a supplier and their recruiter will receive with the details of a clients’ request. A Job Requisition that is vague or incomplete will delay the talent search and engagement process and will likely yield less than ideal candidate results and result in extra time (and money) spent.

Job Requisitions that are thorough and complete speed time to fill, improve quality, manage cost and mitigate risk. Complete, accurate Job Requisitions are critical to all parties involved in the talent search and engagement process while acknowledging that the best fit is a combination of technical skills, soft skills, and comfort in the work environment and company culture.

How Complete Job Requisition Data Helps Manage Cost, Efficiency, Quality & Risk

COST
Mitigates overpaying for candidate experience submitted but not required.
Saves requestors time (and money) due to accuracy and less review/interview time.
EFFICIENCY
Increases the probability of success for those new to the CW process by defining parameters.
Increases probability of quick and successful candidate delivery by helping the requestor to define success.
Minimizes candidate loss during the selection process because the job description is not accurate.
Prevents candidates from starting in the process that will not be eligible or competitive.
QUALITY
Increases the probability of worker success, engagement, and willingness to remain to the end of their assignment.
Minimizes submission of unqualified candidates.
Increases the probability requestors will be happy with the candidates presented.
Sets timeline expectations (desired start date) that increases customer and candidate satisfaction.
Minimizes negative brand impact for submitted candidates who have little chance of being selected.
RISK
Mitigates risk by communicating clear compliance and safety expectations.

Data Requirement Standards for Job Requisition / Staff Augmentation Requests

<u>Contractor Request</u>	<u>Contractor Requirements (Example)</u>	<u>IMPORTANCE</u>
Job Title	Purchasing Coordinator	Job taxonomy
Number of Openings	1	
Level of Expertise Required	Entry (I), Intermediate (II), Advanced Intermediate (III), Senior (IV), Expert (V), Specialized (VI)	Worker qualification
Filling priority	highest quality worker	Quality vs speed
Subcontracting	not allowed	Program rules of engagement
Retirees, former employees	not allowed	Program rules of engagement
Prior contractors	allowed with 1 month break	Program rules of engagement
W2 or 1099	W2 allowed , 1099 not allowed	IRS & DOL classification
Work authorization	required from supplier	USCIS, DHS classification, time to fill
Minimum age	18	DOL- age requirements, work permits
Screening	Security/background/drug screen	Program rules of engagement
Date candidates needed for review	Aug 24, 2016	Supplier/customer expectation/experience
Desired start date	Sept 15, 2016	Supplier/customer/worker expectation
Assignment duration	180 days	Supplier/worker expectation
Shift	Mon to Friday 8am to 4:30pm	
Weekly Time	Full time	
Rate Unit	Hourly, Weekly, Monthly, Yearly	
Unscheduled worktime	on call required; unplanned overtime	
Potential for hire	No	
Min and max bill rates	Min: \$22/hour Max: \$28/hour	
Premium pay eligibility	OT & DT eligible	
Work Location/Virtual Allowed	Corporate Center: Indianapolis, IN- no virtual work	Set expectation of environment
Travel requirements	None	Worker travel willingness/availability
Education Requirements	high school degree	Validation of qualifications
Certifications or Licenses	None	Validation of qualifications
Physical requirements	lift 50 lbs.	Worker safety & physical capabilities
Skills testing	Prove It MS Word score > 80%	Validation of qualifications
Equipment required: Office/Safety	Computer, steel toed shoes	Tools for the job, OSHA, worker safety
Software proficiency	MS Word	Worker qualification and experience
Languages	English fluent, Spanish conversational	
Dress requirements	business casual; no denim	Cultural fit
Work environment	office and warehouse	Training and safety requirements
Team dynamics	multi-tasking, fast-paced, team environment	Cultural fit
Soft skills	negotiation, presentation, good writing	Key to success plus mandatory skills
Major or daily tasks	Support buyers for on-time completion of projects, maintain inventory levels, PO status and order tracking	FLSA classification, could be populated via pre-determined Job Catalogue
Managing others	No	FLSA classification
Country Specific Requirements/Visa	None	International labor and business law compliance
Industry Specific Legal Requirements	None	International labor and business law compliance

Minimum Contingent Worker Data Requirement Standard for all CW Engagements

Contingent Worker Data Type
Worker Name
Supplier Name (who is paid by the buyer)
Supplier Name (who is paying the worker)
Buyer Point of Contact Name
Worker Location
Dedicated or part time
Access – site and/or system
Job Title
Assignment Start Date
Assignment End Date
Allowed to return
Prior Employee / Retiree / Contractor
Buyer cost center being charged
Payment arrangement W2/1099, PAYE/Ltd Co

Minimum Contingent Worker Data: Staff Aug or SOW/Outsourced Only

Contingent Worker Data Type
Key Skills
Pay Rate
Rate Unit (Hourly, Weekly, Monthly, Yearly)
<i>Project or Ongoing Service</i>
<i>Name of Project or Service</i>
<i>Fee structure – time or deliverable / milestone</i>
<i>Project or service quality</i>
<i>Project or service spend</i>

PART II: CONTINGENT WORKER DATA MAINTENANCE

Once the candidate search and engagement process is complete and the contingent worker is on assignment, data integrity must be maintained and kept up to date.

Having accurate Contingent Worker data not only facilitates reporting and improvement projects, it helps to create a platform for the enterprise to address basic Total Talent Management (TTM) criteria and help answers critical questions:

- What type of skillsets are most being used by the organization, at what time(s) of the year, and for what duration of time and are bill/pay rates accurate?
- What is the right mix of short term and long term employees and contractors to use for a particular role or group?
- Who is doing work on behalf of a company and what is the brand and legal exposure?
- What is the real cost and benefit/value on each project or service where contractors are used?
- What is the best strategy to create a competitive brand to attract suppliers and contractors?

PART III: CONTINGENT WORKER DATA POLICIES

Data security rules vary greatly and Personally Identifiable Information is of particular sensitivity. There are different regulations from country-to-country as well as from one organization to another. This complexity is compounded due to the many different types of data exchanged when talent is engaged. There are ongoing changes to these rules as organizations work to determine how recent EMEA Safe Harbor and other legislative changes by individual countries may impact current data policies. It is a critical step that you understand these rules as well as your company's policies to ensure your data, you, and your providers are in compliance with them.