The Randstad Sourceright 2015 Talent Trends Report

the top 25 trends shaping the world of work and their implications for HR and talent management

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empowering HR & business leaders in 2015 with the power of insight

a unique look into the top 25 trends that will shape the year ahead — and beyond

HR leaders around the world understand that 2015 promises to be a crucial year for their organizations. Macroeconomic issues rippling across global markets are having a significant impact on business growth, skilled talent is increasingly scarce, and the C-suite more than ever needs HR to step into a strategic, driving role. It's a time when HR needs to affirm its ability to deliver essential knowledge and services to keep their organizations ahead of competitors.

So how can HR leaders achieve this goal? First and foremost, they need knowledge about what's happening in the market, what peers and competitors are thinking and doing, and what actions need to be taken. This made us want to ask more and go deeper into the trends so that we can share our findings with you in the inaugural Randstad Sourceright 2015 Talent Trends Report — an in-depth market analysis and survey of global HR leaders about the issues and challenges they most care about.

We've identified 25 of the most dynamic and pressing issues facing workers and employers right now and the concerns they have for the future. Our subject matter experts help you make sense of

how these will affect your organization and provide practical tips on how best to cope with — and even benefit from — these game-changing shifts.

The Randstad Sourceright 2015 Talent Trends Report is one of the most comprehensive global analyses of workforce trends you will read this year. Are you prepared for the rise of gig workers? You can be just by reviewing our section on how to optimize contractors as part of your holistic talent strategy. Why should you care about creating a more diverse workforce? We explain the benefits to both your corporate social responsibility strategy and your financial results. And of course, we help you understand how initiatives such as recruitment process outsourcing (RPO) and managed services programs (MSP) add higher-quality talent more quickly to your organization. You can be certain that whatever concerns you have about your workforce, we've addressed it in this report.

Just as important, our report shares the feedback and outlook of fellow HR executives. We asked 350 HR directors, talent acquisition leaders, and HR managers for their thoughts on the war for talent, the impact of talent scarcity, how they utilize contingent labor, and a host of other issues to give you an extensive understanding of HR practices around the globe.

We encourage you to take a close look at the information in our report and start to ask tough questions on whether your organization is doing enough to address these cutting-edge trends. By leveraging the knowledge and expertise we have provided, you can begin a critical assessment of your 2015 talent strategy and better prepare your organization for the new world of work ahead.

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theme one
the shifting workplace

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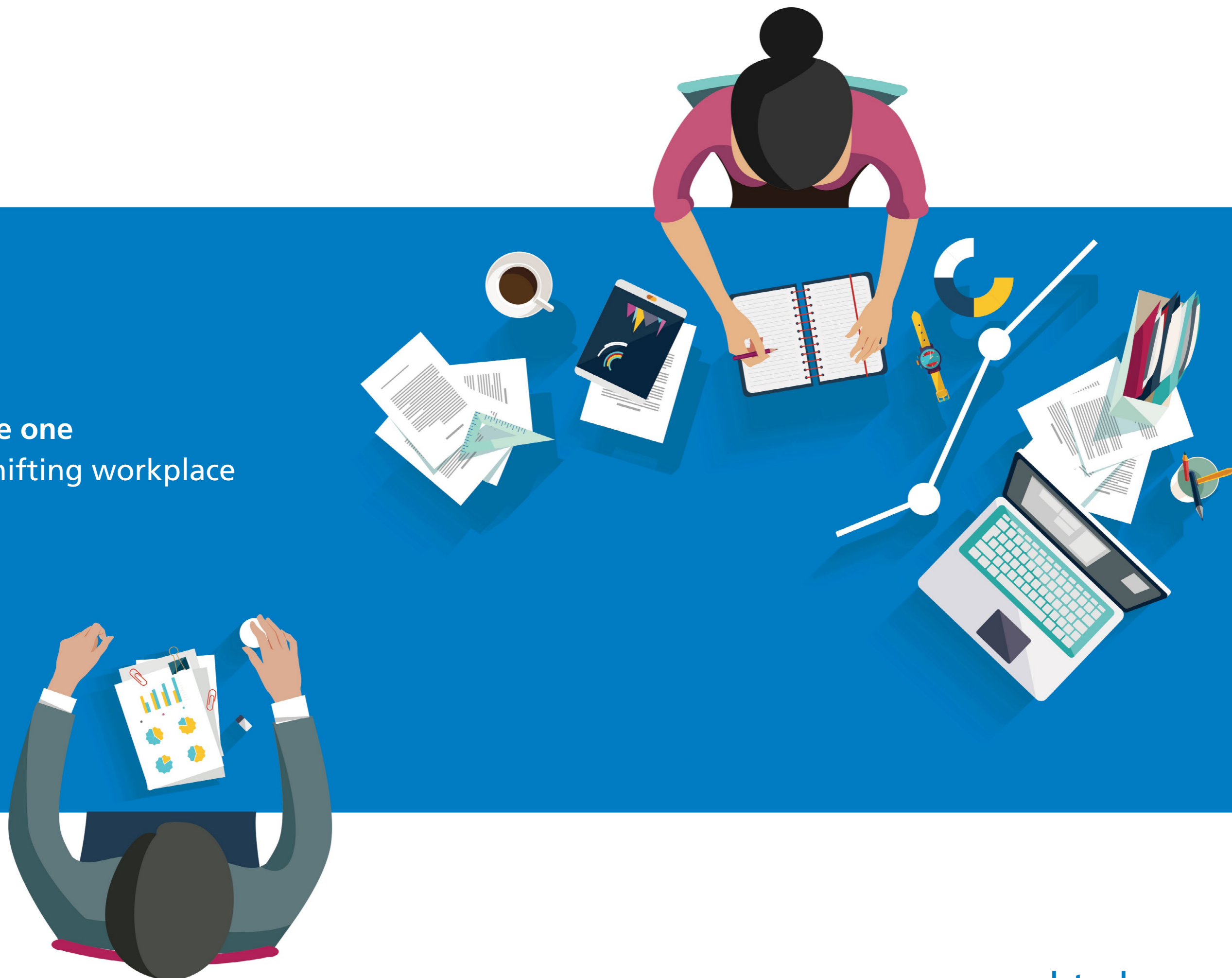
trend 1: the aging population

Ensuring you have a cohesive, multi-generational workforce in 2015 and beyond will be a top priority — simply because in the near future, companies will need to retain as many older workers as possible.

Across many industrialized nations, demographics are definitely not in the employer's favor — birth rates remain low and retirees are set to leave the workforce in large numbers. To keep pace with growth, companies will either need to offer greater incentives for employees to stay longer, or find talent from other markets.

In Europe, the population is projected to increase from 504 million to 525 million in 2035, but that number is expected to decline gradually to 517 million by 2060 according to the Population Reference Bureau. The impact of these forecasted changes is already being felt across a number of industries as employers experience difficulty filling critical roles and leadership positions. Similar effects can be seen in Japan and the US. With life expectancy increasing globally and the population growth rates slowing in many countries — declining in a number of economic powerhouses — the workforce will change significantly.

Currently there are four people of working age (20-64 years) for every pensioner. In 2040, this figure is expected to drop to just two. These numbers will undoubtedly have an impact on the compensation structures and finances of companies that must manage pension schemes.

Throughout 2015 and beyond, expect many organizations to take steps to limit the immediate economic impact of this situation. The aging workforce will lead to changes in HR-related policies such as increased retirement age and more family-friendly perks, including increased workplace flexibility, remote working, child care payments, tax credits, and state-supported daycare. These steps, along with social policies aimed at encouraging population growth and greater youth employment in some countries, may help balance the demographic concerns of policy makers and employers alike.

Ron Bosma
Managing Director
EMEA

"Young or old, ultimately the age of workers doesn't matter. Our survey of global HR leaders shows the most important criteria they seek in employees is the right aptitude for the job, followed by personality and cultural fit. Retaining tenured workers may just be the key to an effective, productive workforce."

5 tips to managing an effective workforce

tip one

consider alternative work arrangements
Many organizations in tight labor markets have already implemented flexible working options as incentive for older workers and parents to remain active in the workforce. Consider how a change in your policy could attract new groups of talent.

tip two

engage workers to increase motivation
An engaged worker is a happy and motivated worker. Review your employee engagement, remuneration, and benefits approach to make sure it appeals right across your workforce population and demographics.

tip three

look beyond your borders
If you can't find the right talent in your geographic area, maybe it's time to look beyond your borders. Read more here about how global talent mobility is impacting business in Asia Pacific and how you can benefit from considering an international mobility strategy.

tip four

up your contingent plan
With more employees engaging in temporary work arrangements, consider the use of contingent workers and contractors in place of traditional permanent hires.

tip five

develop a home-grown strategy
Having robust internship, graduate and training programs in place may help you build the talent necessary to keep your organization growing.

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trend 2: the multi-generational workplace

Employers will face many challenges in 2015, but one of the most daunting is how to manage an age-diverse workforce — according to 69% of the talent acquisition leaders we surveyed.

It's no surprise the differences in needs and motivations between just one generation can be stark. With a growing number of Millennials — Generation Y workers born between 1980 and 2000 — making up the workforce, a significant divide can exist between this generation and Baby Boomers, and even Generation X. A recent study published by Gallup in the US found that employees belonging to the latter two generations are distinctly less engaged than others, yet they make up 88% of the workforce.

When it comes to communication, use of technology, and expectations of their colleagues, each generation is significantly different. Because of this, employers view engagement to be one of the more challenging aspects of workforce management today.

As the number of Generation Z employees entering the workforce grows and the Milliennials move into leadership roles, employers must adopt a strategic shift in how they attract, engage and manage employees. Specific tactics geared toward different generations are needed to optimize organizational cohesion.

With the shift to the four-generation workplace, companies will need to look to developing a balance of different incentives to engage, motivate, and ultimately improve workforce productivity.

An effective strategy that addresses the workforce holistically will not only enhance organizational efficiency but also support the company's employer brand and reputation.
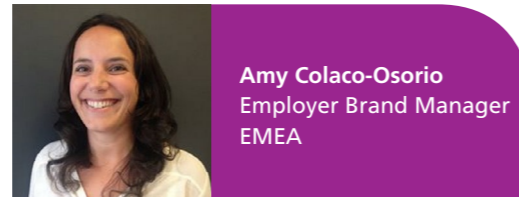
Amy Colaco-Osorio
Employer Brand Manager
EMEA

"Being viewed as an organization that nurtures the needs of all its workers, regardless of their age, positions the employer as ethical and people-centric. These are characteristics that workers consistently say are important when selecting a new employer. Engaged employees are also great brand ambassadors for their companies, providing genuine voices in the marketplace to attract new talent."
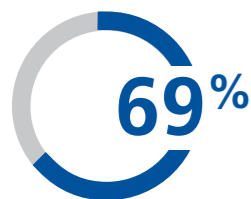
69% **of HR leaders say managing a multi-generational workforce** is one of their biggest challenges

5 tips to managing a multi-generational workforce

tip one

know your workforce
Having a clear view of the age diversity within your organization provides the foundation for building an engagement strategy.

tip two

understand their needs
How can you improve engagement and retention across the organization? Understand how each generation is motivated by gathering feedback from internal stay and exit interviews.

tip three

build your program accordingly
A one-size-fits-all approach to engaging the workforce is less effective than a tailored approach. Develop specific tactics that resonate with each group.

tip four

measure results
Survey your workforce to gauge if your efforts are paying off.

tip five

continuously improve
Your workforce isn't a static group. Continuously monitoring and making changes to your management efforts will help you achieve the optimal outcome.

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trend 3: diversification & diversity

53% of HR leaders think more women in leadership will be a critical success factor for organizations

In an increasingly competitive global economy where having the right talent is crucial to improving the bottom line, sourcing from the largest and most diverse set of candidates has become the norm.

Companies are focusing on diversifying their teams across all levels to get the greatest access to the talent pool. Today, a high-performing, inclusive workforce is about having the right people in the right jobs at the right time — regardless of age, gender, race, physical disability, ethnicity, and sexual orientation.

Various studies have shown that a higher representation of women, especially at the top level, improves organizational and financial performance. Studies by McKinsey & Company show a 53% higher return on equity on average has been observed in companies ranking in the top quartile for executive board diversity (ethnic minorities, gender, foreign nationals, etc.). So what was once considered good corporate social responsibility is now seen as a business imperative.

One of the hurdles is that diversity in boardrooms continues to be low. While legislative changes in some countries, like the introduction of gender quotas, have allowed slight improvements in diversity statistics, these are minor inroads. Despite the fact that women account for 45% of the European workforce, fewer than 14% of company board members are female. The figure in the US is marginally higher at 16%.

Mindful of the benefits of diverse employment practices, a growing number of companies are actively enhancing their efforts and establishing diversity targets to ensure hiring at all levels aligns with business goals. A significant number of respondents (45%) of our 2015 Talent Trends Survey say they are investing in initiatives and programs that support women in leadership. And more than half (53%) say having more women in leadership roles will be critical to organizational success. Read more about promoting diversity for better business outcomes.

Audra Jenkins
Senior Director
Diversity & Compliance
Americas

"Corporate leaders have clear evidence that nurturing a diverse workforce is just good business, and many companies are making greater efforts to be inclusive in the way they hire and promote. There are still some hurdles to overcome but employers globally are making strides in diverse practices — understanding the benefits and impact an inclusive workforce has on team performance, customer service, innovation, and the bottom line."

5 tips to enhancing workforce diversification & diversity

approach diversity with C-level commitment
Successful companies don't just look at diversity as a nice-to-have attribute; they fully embrace the idea. Make sure it's a priority supported by the C-suite and communicate the importance of your strategy throughout the organization.

take stock of current practices
Does your workforce diversity reflect your customer base? Do your current practices help you recruit and hire from the best and broadest talent pool possible? Ask the difficult questions to honestly assess your efforts.

provide adequate training
Diverse hiring practices cannot be executed centrally. Hiring managers at all levels need to be trained and sensitized to the needs of workers from different backgrounds.

ensure compliant practices
Compliance mandates vary from one regulatory body to another, which poses a challenge for employers operating in multiple markets. Understand local requirements to build policies accordingly.

leverage incentives
Some authorities provide incentives such as tax credits and training grants to employers who hire youth trainees, workers with a disability, and military veterans. Research these opportunities to further strengthen the business case for diverse hiring practices.

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trend 4: growth of the contingent workforce

69% of HR leaders believe to maintain a competitive workforce of the future, **the percentage mix of contingent workers will be higher than today**

If we had to choose one word to sum up the HR strategy of many organizations today, then agile is perhaps the most appropriate.

With the global economic crisis of 2008 still fresh in the minds of many leaders, business agility remains a top priority for organizational growth and development.

This is most clearly demonstrated in workforce flexibility. All signs indicate the use of flexible labor is growing around the world. Our 2015 Talent Trends Survey indicates a significant portion of HR leaders increasingly leverage contingent and contracted labor to give their organizations the agility they seek. For instance, nearly half (46%) of respondents said they consider every type of labor (permanent, temporary, contractor and statement of work (SOW) consultants) when undertaking workforce planning. Many respondents indicated that a significant component of their workforce is contingent, with 31% saying more than 20% of their total workforce is employed on a contingent basis.

Furthermore, 69% say to maintain a competitive workforce over the next 5 to 10 years, they will need a higher percentage of contingent workers than what's utilized today.

Several industry reports confirm this. The number of hours worked by agency workers has increased

when compared to previous periods, according to research published by CIETT in 2014. Also, the number of temporary workers in most developing economies has fluctuated over the last few years, but with overall increases since 2008[1]. Many companies are implementing a more comprehensive contingent workforce strategy — giving them greater flexibility to scale up or down with business demand and economic changes, and alleviating the impact of workforce restructuring (for example, one technology giant has spent almost $900 million on employee restructuring in 2014[2]).
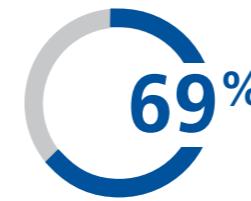
Companies need to be better prepared to handle the increasingly common economic "seesaws" and subsequent impact. In a survey of labor buyers conducted by Staffing Industry Analysts in 2014, 75% of firms reported using contingent workers due to variable or unpredictable work levels, and more than 60% do so to lower employment risks.

However, with greater use of temporary, contract and SOW labor, organizations also face increased complexity and potential risk if they don't effectively manage workforce compliance. This has led many organizations to seek external support and, as a result, managed services providers have become increasingly integrated into a company's outsourcing strategy to best manage the temporary labor supply chain.

Teresa Creech
President, Managed Services & Integrated Talent Management
Americas

"The rise of contingent workers in the workforce is undeniable. Organizations realize the strategic value of this employee group, and they are increasingly engaging contingent talent in new and innovative ways to achieve a business advantage."

[1] Employment_statistics , US Labor Department http://epp.eurostat.ec.europa.eu/statistics_explained/index.php/

[2] Source: http://www.ft.com/cms/s/0/17af0dac-c5a7-11e3-a7d4-00144feabdc0.html#axzz3HVIiVcjS

5 tips to growing your contingent workforce

tip one

know the strategic value of contingent workers
How can you better leverage temporary talent to achieve your business goals? Identify opportunities to use this type of labor to give your business greater agility.

tip two

implement a robust strategy
Get visibility over your contingent labor spend and suppliers, develop a consistent process for engaging flexible labor, and gain buy-in from hiring managers.

tip three

manage your risk
Understand the regulations associated with employing temporary workers, and implement standardized processes and policies to reduce any non-compliant hiring practices.

tip four

consider talent holistically
When undertaking workforce planning, take into consideration all modes of employment and labor types to give your organization a clear picture of the talent needed for your business.

tip five

look externally for expert insight
Consider an outsourced solution to reduce risk and costs, enhance visibility, and assure compliance. Read more on building a business case for a managed service program.

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trend 5: the mobile professional

With talent scarcity a growing challenge for organizations around the world, talent mobility is at an all-time high.

Last year, in a sign of the increasing competition for talent, worker mobility around the world continued to rise to new highs, according to the Randstad Workmonitor Report, Wave 3. The Mobility Index, a measure of how many workers who expect to find new jobs within six months, grew a point to 110, capping off a continuous rise during the past five years. In a related finding, the percentage of workers who actually said they changed jobs in the past six months rose to another high of 24%, compared to just 15% in 2010. HR leaders surveyed by Randstad Sourceright cited an improved job market as the No. 1 risk to staff retention, followed by increased headhunting by competitors.

As a result, companies globally are looking more towards redeployment and mobility of its workforce to achieve higher productivity and efficiency through a structured approach. According to a survey conducted by Weichert Relocation Resources, 90% of companies expect their relocation volumes to either increase or hold steady. A separate PwC study estimates a 50% growth in mobile employees by 2020. This is in addition to the 25% growth seen in the past decade.

Mobility is increasingly used as a talent engagement idea, especially in developing countries. Assignments in different geographies can be a motivator for employees to develop their skills profile and improve their career trajectories. Their employers also win because it enables them to use resources more effectively, while also benefiting from employees gaining new skills and experiences across different cultures and operations.

A new whitepaper released by Randstad Sourceright shows talent mobility in Asia is especially high. For instance, half of the accounting professionals surveyed in the region said they would consider a move to Hong Kong if offered better compensation. Among employers, nearly one-fifth plan to recruit from overseas because of talent scarcity; that figure jumps to 26% and 33% for companies based in Hong Kong and Singapore, respectively.

In addition to managing employee and management expectations on international mobility, HR managers should focus on mitigating compliance risks. Some companies have faced substantial fines after running into visa-related issues. Another challenge around mobility is ensuring visibility of resources who can be quickly relocated locally or internationally should the need arise.

Doug Edmonds
Regional Director
Asia Pacific

"As globalization continues to make the world smaller, careers are becoming more varied, and skilled professionals are increasingly more willing and better equipped to take up international opportunities. To encourage these highly skilled mobile professionals to relocate, companies need to understand what motivates them. With up to 70% of the professional talent pool not actively seeking new roles, employers need advanced sourcing strategies that engage sought-after candidates at the deep end of the highly skilled talent pool — no matter where they're located."

50% of accounting professionals in Asia would move to Hong Kong for better compensation

5 tips for taking advantage of the mobile workforce

tip one

talent map your organization
Do you know who in your organization is open to international career opportunities? Identifying your future talent needs and having a plan in place to help fill critical roles quickly will keep your organization agile.

tip two

tap into the global talent market
If finding the talent you require is increasingly difficult, consider sourcing from around the world. Today's market is more global than ever.

tip three

mind the regulatory requirements
Relocating employees, especially internationally, can be fraught with compliance hurdles. Make sure your organization is aware of the legal mandates before moving talent around, and support your employees to understand changes in remuneration structure, tax, and other benefits.

tip four

understand the value of your workers
Make sure you remain current to the market value of the skillset you need and have. In today's environment, you must offer competitive rewards and compensation to avoid losing talent to competitors.

tip five

consider mobility as a carrot
Incentivize workers by using mobility as a path towards furthering their career. Whether it's an international relocation, new project or just a change in offices, keeping great talent moving forward is an effective engagement tool.

theme two
rise of workforce
& worker flexibility

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trend 6: remote working

Because of the ease of staying connected, alternative work arrangements such as remote working have become more commonplace around the world.

Not only does it enable employees to achieve a better work-life balance, but it also means employers can access talent virtually anywhere around the world.

According to 77% of respondents of Randstad Sourceright's 2015 Talent Trends Survey, organizations agree they need to create greater flexible working options such as variable work hours, job-sharing, or working from home. The proliferation of high-speed Internet and services such as Skype and Google Apps for online collaboration, at-home virtual meetings, and easy file sharing are making this a real possibility.

Working from home has surged by more than 40% in the last decade[3]. In the UK alone, home workers made up 13.9% of the workforce during the first quarter of 2014[4], the highest rate since 1998. In the US, this trend has been growing, and now close to 7% of the working population works from home full-time, and almost 20% do so at least once a week. This number is expected to rise to 63% by 2018[5].

Of the 4.2 million people working from home in the UK in 2014, 35.2% were professionals or associate professionals, 23.5% skilled trades, and 14.8% were working as managers or senior officials. Studies by researchers such as Gallup have shown that employees allowed to work remotely are more engaged. Other studies show that part-time, home-based work accounts for savings of more than

$11,000 per employee per year — the result of increased productivity, reduced facility costs, lowered absenteeism, and reduced turnover, according to Global Workplace Analytics. Employees themselves save somewhere between $2000 to $7,000 and 15 days of time per year.

According to the US Office of Personnel Management, a survey conducted in 2012 showed that 73% of federal government workers who worked remotely at least part of their time were satisfied with their jobs, compared with 65% who couldn't work remotely. In the private sector, there have been clear benefits to remote work arrangements. Electronics retailer Best Buy saw an average productivity increase of 35% through its flexible work program. British Telecom estimates that productivity increased 20% through telecommuting.

Around 90% of home-based workers say they are happier with their work-life balance, even though they tend to work harder and longer. Alpine Access, a large, all-virtual employer, attributes a 30% increase in sales and 90% reduction in customer complaints to its home-based agents. American Express telecommuters handled 26% more calls and produced 43% more business than their office-based counterparts, Global Workplace Analytics reported.

Our future workforce will increasingly come from the Millennial generation. With 92% of Millennials wanting to work remotely and 87% on their own clock instead of in the confines of the office[6], it's essential for companies to look at this evolving work-style more closely and develop approaches that promote efficiency and worker satisfaction.

Rebecca Henderson
Group President, Professional Solutions
North America

"The world is closer than ever, thanks to technology. This also means workforces can be boosted by remote workers globally, who can power an organization around the clock. More importantly, acquiring talent is no longer bound by geographic restrictions. This trend opens up access to a much larger group of talent."

77% of HR leaders think organizations will need to create greater flexible working options to attract the increasingly mobile workforce

5 tips for optimizing remote working arrangements

tip one

gauge cultural fit
Is your organization highly centralized or distributed? Remote employees aren't always a good fit for organizations and leaders who insist on in-office presence, so consider whether these arrangements are appropriate.

tip two

24/7

communicate expectations
Maintain regular hours for offsite workers, and make clear organizational expectations of their time. At the same time, respect their downtime.

tip three

schedule in-person meetings
Video conferencing and instant messaging are great tools, but occasional in-person meetings will further strengthen team cohesion.

tip four

enable remote work
Offsite employees must have access to tools and technology to ensure they remain connected to your organization. You will need the right infrastructure in place before offering this as a perk for workers.

tip five

regularly assess results
Assess whether your telecommuting policy is effective at delivering the productivity you seek. Regular feedback from line managers and reviews of performance with employees will provide a clear view.

[3] http://money.cnn.com/2012/10/04/news/economy/work-from-home/

[4] http://www.theguardian.com/news/datablog/2014/jun/04/proportion-of-employed-working-from-home-reaches-record-high

[5] http://www.forbes.com/sites/kenrapoza/2013/02/18/one-in-five-americans-work-from-home-numbers-seen-rising-over-60/

[6] http://www.forbes.com/sites/danschawbel/2013/12/16/10-ways-millennials-are-creating-the-future-of-work/

trend 7: the gig worker

47% of HR leaders say they factor in independent contractors **as part of their talent acquisition strategy**

What will the workforce of tomorrow look like? A significant portion will be independent contractors seeking flexibility and enjoyment from their work.

No longer shackled to a traditional office desk living a life built on the 9-to-5 business day, many talented workers are opting to call the shots by becoming independent contractors — a trend that complements the desire of employers who want a more agile workforce.

One study conducted by MBO Partners predicts that by 2019 nearly 40 million workers will be full-time self-employed or provide consulting services on a part-time basis in addition to their permanent position. This figure represents an average annual growth rate of 6% over the next four years. Professor Patricia Leighton of the University of South Wales reported that since 2004, the number of independent professionals has risen 45% to 8.9 million in the European labor market. And Elance, the online freelance labor market portal, cites Asia Pacific countries such as India, Pakistan, Philippines, and China among the 10 fastest-growing freelance markets in the world.

Welcome to the "gig economy," where employers' desire to drive cost savings and efficiencies through temporary labor usage has created a new breed of workers with the desire to maintain an optimal balance of work and life.

This monumental shift means employers everywhere must change the way they think about labor and how to acquire the best talent in the market. No longer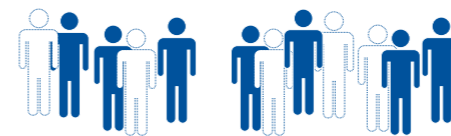 will the most desirable talent be just the ones seeking a permanent position. A large proportion of top talent is seeking meaningful employment through project work and temporary contracts.

The good news is that many HR leaders are already mindful of the needs of contractors. According to results from our 2015 Talent Trends Survey, nearly half (47%) of HR leaders say they factor in independent contractors as part of their talent acquisition strategy. By approaching the task in a holistic fashion, they are able to develop solutions to satisfy all of their organizations' talent needs.
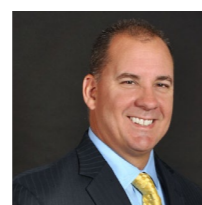
**Scott Fraleigh
Senior Vice President
Client Services
Americas**

"You will need to assess your own talent strategies to determine whether your organization is well-prepared for this structural change. Do you have the internal expertise to operate in this new climate, or should you look externally for the support to compete for the best talent? Answering these questions will help provide the clarity you seek in your strategy."

5 tips for managing gig workers

tip one

understand your needs
Do you have visibility of your talent needs? Without it, you won't be able to determine the best resource for a particular business need.

tip two

focus on quality
The best talent for a particular position may not be someone seeking a permanent role. Many skilled workers are moving from gig to gig, so the ideal candidate you seek may be the one who stays with your organization for a defined period.
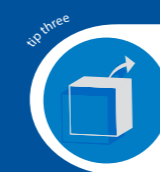
tip three

think outside the box
Just because a position has traditionally been filled by a permanent employee doesn't mean it needs to continue to be. Contractors may actually deliver better results more cost effectively. Take a hard look at how flexible labor can be used instead of permanent hires to deliver to business objectives.

tip four

prioritize engagement
As an organization utilizing all types of labor, consider how your employer brand is perceived across your entire employee population. Remember to communicate your employee value proposition to all potential talent.

tip five

adhere to compliant practices
With greater agility also comes a greater potential for non-compliant practices if not managed carefully. Ensure your contractors don't work in ways that could potentially blur their status between contractor and employee.

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trend 8: device detox

79% of HR leaders say keeping pace **with rapidly changing technology will be a challenge**

In an age of constant connectivity, work habits are changing rapidly. Employees today can be reached 24/7 just about anywhere around the world, and traditional work hours and workplaces are giving way to flexible hours and virtual offices.

Mobile phones, laptops, and tablets ensure you are never more than a click away from colleagues.

But despite terms such as "worliday"[7] (a holiday combined with work) becoming more common in the corporate world, some parts of the global workforce are rebelling and moving in a different direction. For example, one million workers in France will be free of any work-related emails or phone calls after 6pm[8]. Unions and employers have signed an agreement stipulating that no work communications are sent after work hours. The deal even affects a portion of the technology and consultancy sectors and includes the French branches of Google, Deloitte, and PwC.

In Germany, Volkswagen has agreed to stop its Blackberry servers from sending emails to some employees when they are off-shift[9]. Germany's labor ministry has banned managers from calling or emailing staff after hours except in emergencies[10]. This was in line with policies enacted by Volkswagen and Deutsche Telekom.

Other examples of the device detox movement is the "unplugged weekend," where workers participate in three days of group activities with colleagues learning to draw, do yoga, and even take part in comedy workshops — all without access to electronic devices. The exercise is aimed at building teamwork without depending on technology[11].

Nearly 79% of participants in our 2015 Talent Trends Survey said keeping pace with rapidly evolving technology will be a challenge. With mobile technology increasingly dominating our lives, how it affects organizational productivity is worth closely following. However, it's not clear if workers who feel compelled to respond to emails during holidays and vacation are optimally engaged when they return to work. While a large majority of employees continue to respond to emails on holidays (71%) according to British Airways Business Life, let alone after work hours and on weekends, enforced device detox may well be an increasing trend in 2015.

Jim Stroud
Senior Director
Recruitment Strategies
& Support
Americas

"Technology today is such a great enabler, but some skills simply can't be replaced. The ability to interact, to generate excitement and synergy through a simple conversation, and to be creative and share good times in person, are essential to an engaged and cohesive workforce. I encourage all employers to find creative ways to connect, collaborate, and engage their employees."
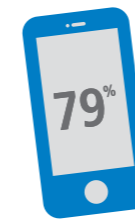
5 tips for encouraging device detox

tip one

find out current habits
Conduct surveys to understand how your workforce remains connected during non-working hours and if over-use of devices outside of work hours impacts employee engagement and levels of productivity.

tip two

create good work guidelines
Establish clear guidelines on the use of technology during and after work hours. Encourage workers to establish their own boundaries between work and life.

tip three

conduct work-life workshops
Are your workers not getting enough downtime? Numerous studies have demonstrated the benefits of stepping away from the office. Show them how to unwind but still be productive.

tip four

be creative
Numerous organizations have found ways to help their employees disconnect and grow less dependent on technology. Consider ways in which you can follow in their footsteps.

tip five

be an enforcer as a last resort
Sometimes making individuals take good medicine can be a chore, but if your workers aren't spending enough time away from the phone or computer, your organization might have to mandate breaks from work.

[7] http://www.bbc.co.uk/news/business-14526949

[8] http://www.businessinsider.in/France-Bans-Work-Emails-After-6-P-M-/articleshow/33572107.cms

[9] http://www.bbc.com/news/technology-16314901

[10] http://ibnlive.in.com/news/germany-bans-managers-from-calling-or-emailing-staff-after-work-hours/461070-79.html

[11] http://startacus.net/culture/digital-detox-deciding-to-decline-your-devices

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talent trends summary themes 1 & 2

the shifting workplace
rise of workforce & worker flexibility

1 Which of the following categories of workers will your organization need most in the next five years?
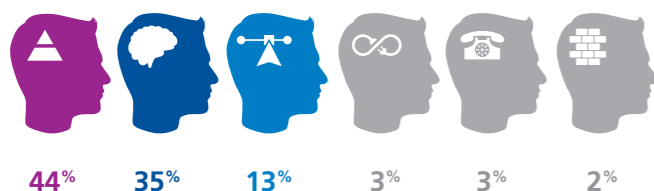
44% 35% 13% 3% 3% 2%

2 Which of the following categories of workers do you intend to hire in the next 12 months

63% KNOWLEDGE WORKERS
51% LEADERS
37% SPECIALIST TECHNICAL WORKERS
18% SKILLED TRADE WORKERS
15% TASK WORKERS
13% PROCESS WORKERS

3 What are the most important criteria you consider when assessing talent?

NUMBER 1
aptitude to do the job

NUMBER 2
personality & cultural fit

NUMBER 3
skills as related to the position

NUMBER 4
transferable on-the-job skills

NUMBER 5
experience & work history

NUMBER 6
formal qualifications
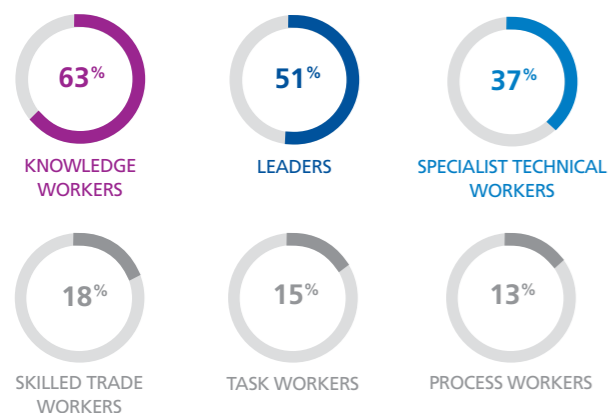
4 What percentage of your workforce is currently contingent (ie. non-permanent employees)?
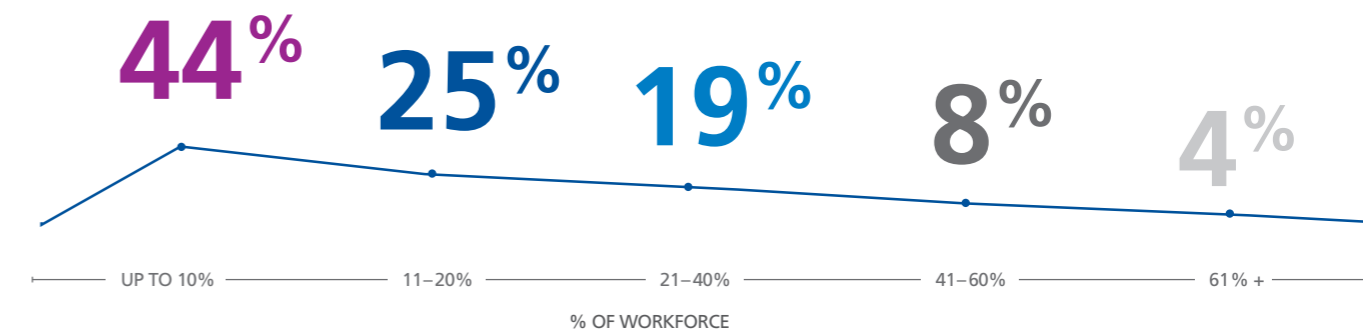
44% 25% 19% 8% 4%

UP TO 10%   11–20%   21–40%   41–60%   61% +

% OF WORKFORCE

5 During workforce planning, which of the following employee populations do you consider when reviewing your talent acquisition strategy?

47% THE TOTAL WORKFORCE
of permanent (traditional) employees, contractors, temporary staff, and statement of work (SOW) consultants

27% PERMANENT & CONTINGENT
Permanent (traditional) employees, contractors and temporary staff

26% PERMANENT ONLY
Permanent (traditional) employees only

6 What do HR leaders think will shape the future of work in the next 5 to 10 years?

79% KEEPING PACE WITH RAPIDLY EVOLVING TECHNOLOGY to enhance workforce productivity and performance will be a challenge

74% ANALYZING INTERNAL AND EXTERNAL EMPLOYEE DATA (talent analytics) will play a critical role in sourcing and retaining talent

69% MAINTAINING A COMPETITIVE WORKFORCE OF THE FUTURE will see the percentage mix of contingent workers higher than today

77% ATTRACTING INCREASINGLY MOBILE TALENT means organizations will need to create greater flexible working options

69% MANAGING A MULTI-GENERATIONAL WORKFORCE is one of the biggest challenges we face

53% EMPLOYING MORE WOMEN IN LEADERSHIP ROLES will be a critical success factor for organizations

42% GROWING TALENT SCARCITY will increase the need to completely outsource talent sourcing and attraction

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LEADERS
Enterprising, multi-skilled professionals who can lead organizational change, development, and innovation

KNOWLEDGE WORKERS
Skilled professionals with hard-to-duplicate expertise such as salespeople, accountants, analysts, and digital marketers

SPECIALIST TECHNICAL WORKERS
Use specialist training to perform their work such as nurses, teachers, computer programmers, and technicians

TASK WORKERS
Make use of information but do not create ideas/knowledge such as call center operators, administration assistants, and accounts clerks

SKILLED TRADE WORKERS
Workers with specific trade qualifications such as electricians, plumbers, and mechanics

PROCESS WORKERS
Require no specific skills or training, including laborers, machinists, and production line workers

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theme three
the new war for talent

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trend 9: critical talent scarcity

73% of HR leaders **feel the war for talent still** reflects today's talent environment

In a competitive world driven by rapid social and technological change, it makes sense that innovation will breed new jobs growth in sectors on the cutting edge of science and technology.

Yet, that alone doesn't explain the shift in the skills profile required for today's world of work.

The way we work in every professional field is being transformed by the combined forces of globalization, technological advancement, and new generations of talent joining the workforce. Skilled knowledge workers are becoming more mobile, condensing the available talent pools individual countries have to choose from, while rapid technology innovation is changing the way we analyze business performance, market brands, communicate with customers, and deliver products and services.

This changing nature of work from more labor intensive, low-skilled work to more knowledge intensive and technology-enabled skilled work is contributing to significant skills shortages of professional and technical talent — explaining why the vast majority (73%) of HR leaders feel the war for talent still reflects today's talent environment. For this reason, specialist recruitment teams and differentiated approaches for hiring professionals will continue to increase in scope and depth this year as organizations compete for highly-skilled talent.

With 63% of employers intending to hire more knowledge workers this year, a strategic plan versus a tactical approach is becoming more and more important. The war for talent has been a discussion point for the past 20 years, and in the current climate — economic, demographic, social, generational, technological, and legislative — this war will leave distinct winners and losers. The companies best able to leverage different modes of employment and that are courageous enough to engage workers where and how they want to be engaged will be the victors.

Outsourced solutions such as specialized staffing, RPO, MSP, and integrated talent solutions will grow in importance as skilled professionals and technical specialists continue to be in demand. Whether employers look to fill these roles with permanent hires, contingent workers, or independent contractors, the work arrangement simply won't matter as much as having access to the skills needed.

Our 2015 Talent Trends Survey reveals three-quarters of HR leaders surveyed say their definition of perfect talent (matching the desired qualifications, skills, experience, background, and aptitude) has changed as a result of critical skills shortages. This is a clear indication this group has adjusted their expectations for finding the ideal hire and are willing to settle for a close rather than exact fit. Considering how the shortage may further exacerbate in some markets around the world, this ratio may grow even higher this year.

Dan Ferrandino
Director, Business Development
EMEA

"The scarcity of professionals is reaching critical stage in some markets. Hiring managers need to have a good understanding of their local labor market, be willing to develop potential employees that closely fit their desired profiles, and act quickly when presented with prospective talent. In some cases, it might mean adjusting business strategy to focus investments in the most attractive labor markets for talent. Failure to review and adapt will only lead to falling behind in today's war for talent."

5 tips for managing talent scarcity

tip one

understand talent availability
Holding out for perfect talent may be a futile exercise if what you seek doesn't exist in a particular market. Develop a good understanding of available local talent or seek external expertise to map particular markets for investment. This can support an adjustment in strategy if needed.

tip two

adjust expectations to realities
Does your salary offering for a particular position match actual market rates? Are your qualifications too stringent for the available talent pool? Perform a reality check to ensure you aren't limiting your reach.

tip three

consider alternative work arrangements
If you are unable to fill the position with a permanent hire, will a contingent worker or contractor satisfy the need? Can you extend the reach of your talent pool by deploying flexible work options such as remote working and telecommuting?

tip four

look beyond the local market
Worker mobility is on the rise, so if the skills you seek aren't available locally, consider talent located outside of the local market and even internationally.

tip five

grow your own
Depending on the skills, look to build your own internal talent pool, providing opportunities for growth and development to satisfy the demand.

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trend 10: the increasing role of employer brand

67% of organizations **are more focused on employer** branding than they were five years ago

Sixty-seven percent of HR leaders believe their organization's ability to attract top talent is good or excellent — with 57% attributing this to their strong employer brand and organization reputation.

Clearly a great deal of progress has been achieved in the way companies have raised their employer brands alongside their corporate brands, but there is still a long way to go. This year expect to see even greater activity as companies invest more in creating, maintaining, and enhancing their reputation as desirable employers.

LinkedIn studies have shown that a company's employer brand is twice as likely to drive job consideration as its company brand. While both company brand and employer brand have a linear relationship, the employer brand is a much stronger indicator of a candidate's interest in joining a particular company. Organizations that invest in their employer brand are likely to see a more direct impact on their talent acquisition efforts.

In our survey, HR leaders indicate they see value in enhancing their employer brands, with more than one-third saying they are investing a great deal more on brand building than five years ago. Nearly one-third said they are investing a little more, and only 7% say they are investing less. Furthermore, more than half say they will invest in branding campaigns in the next 12-24 months. Clearly, they see the potential return in employer brand building.

But attracting more candidates is just one benefit of a good employer brand; it can also lead to improving corporate brand and reputation. A study by the Talent Board found 39% of those who rated their candidate experience as positive said they would "increase their purchase of the company's products or services."

At the same time, 31% of those who rated their experience as negative said they would "take their buying power elsewhere."

To protect the company's overall business reputation and enhance the quality of talent, HR and marketing leaders are increasingly working together to align their corporate and employer brands. Much like consumer marketing, social media is also gaining speed as a strategic channel for employer brand development. Throughout 2015, organizations will continue to align their social media approach with their career and corporate sites to drive talent attraction and engagement. For example, a Twitter follower may be the next high performer, so its crucial for companies to take an integrated approach to corporate and employer brand strategy.

James Foley
Director, Employer Brand Americas

"Employer brand building has huge benefits for the company, and many high-performing organizations today are devoting more resources to attract and retain the most desirable talent. In today's competitive talent environment, organizations simply can't afford not to pay attention to their employer brand."
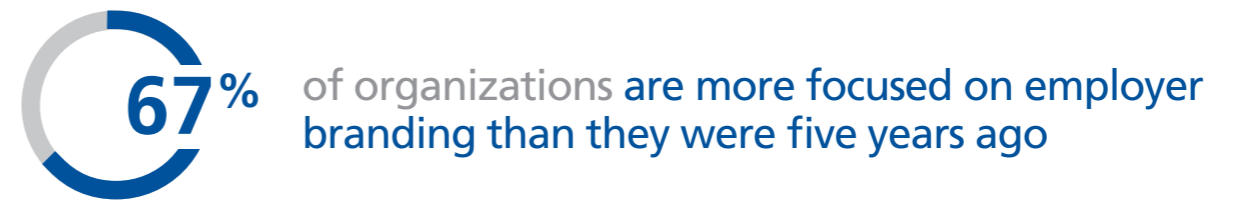
5 tips for building a stand-out employer brand

tip one

it's a strategy, not a task
Often organizations mistake employer brand building as a specific task such as planning a social network campaign or a graduate recruitment push. It's a long-term strategy, so make sure you approach it with a clear vision in mind.

tip two

clearly define your EVP
The employee value proposition can sometimes be difficult to define. This requires a clear understanding of your corporate values and culture, and the drivers and motivators of your employees. Make sure you take the time to invest in internal and external stakeholder feedback to build an EVP that stands out.

tip three

assign ownership
Who is responsible for employer branding? Is corporate HR responsible, or do the regional heads of HR look after their own efforts? Which elements sit with marketing and communications? Make sure your organization is clear on who is the ultimate owner — and most often it needs to be led by the CEO throughout all levels of the company.

tip four

apply and measure
Once you have developed a strategy, make sure you measure your branding efforts and assess the results. Continuously reviewing your key metrics will provide the insight needed to ensure you are on the right track.

tip five

ask the experts
If you don't see the results you desire or are not even sure how and where to get started, consider bringing in external employer branding expertise to help identify the gaps.

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trend 11: culture & aptitude fit will win over skills

"Culture will eat strategy for breakfast!" – Peter Drucker

Company culture has a huge impact on attracting and retaining top talent. Companies such as NetApp, P&G, Adobe, Walt Disney, Nike, and others clearly invest in creating unique, differentiated company cultures and, as a result, have been voted among the most enjoyable companies to work for. They have been consistent in performing financially and have strong corporate brands.

According to a survey by Harvard Business Review[12], roughly 60% of respondents said they work in an environment without a culture of quality, especially when it comes to having peers who go "above and beyond." These companies are missing out on significant benefits. Employees who ranked their company in the top quintile in quality reported addressing 46% fewer mistakes in their daily work than employees in the bottom quintile. In this survey, employees report that it takes two hours, on average, to correct a mistake. Assuming an hourly wage of $42.55 (the median for another survey conducted on CEB client companies), a bottom-quintile firm with 26,300 employees (the median head count) spends nearly $774 million a year on resolving errors, many of them preventable — and $350 million more than a top-quintile firm.

Seagate, a $14 billion provider of media storage solutions, uses a series of leadership engagement mechanisms to help executives identify inconsistencies between their actions or decisions and the company's ideal culture. Company leaders begin by agreeing on what constitutes an ideal culture and what behaviors are needed to achieve it. Next, the quality and HR teams compared their definitions of "ideal culture" with employee observations, which revealed areas

for improvement. Leaders then attend workshops that help them spot behaviors that impede their stated goals. Simulations made the lessons from the workshop concrete and memorable.

Investing in the creation and continuous improvement of a differentiated company culture will sit at the core of strategic discussions between HR and the C-suite this year. At the same time, aptitude, personality, and cultural fit will rise to the top of the talent selection process, above and beyond worker skills and qualifications. This is a clear shift to hiring talent with the aptitude and attitude to do the job, and toward investing in learning and development to build skills and qualifications. This will not only broaden an organization's potential talent pool but will also serve to enhance company culture, bring greater diversity of perspectives, and foster innovation.

Jane Usher
Talent Director
Asia Pacific

"Employees whose aptitude, work habits, and values closely align with those of their employers will naturally deliver better results. Hiring managers recognize this and will place a greater emphasis on finding and attracting this talent to drive organizational performance."

[12] https://hbr.org/2014/04/creating-a-culture-of-quality

aptitude to do the job and
personality & cultural fit are
the most important criteria
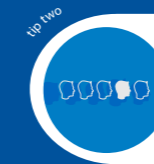when assessing potential talent

5 tips for aligning cultural & aptitude fit

tip one

define your culture
Organizations often have difficulty clearly defining their corporate culture, so this needs to be a priority. Establishing the baseline is extremely important, since future talent fit will be measured against this.

tip two

bring hiring managers into alignment
Hiring managers should drive the same understanding of corporate culture as HR leaders. They are the ultimate culture shapers, so align their outlook with the rest of the organization to influence the recruitment and selection process.

tip three

emphasize assessment
Screening and assessment are critical steps in the selection process, so make sure your processes have been developed to accurately define candidate fit. Can you incorporate psychometric assessments into your process to help better assess aptitude and cultural fit? Read more here.

tip four

turn to data
The best indicator your selection process is working is to examine your success rate — which includes quality-of-hire metrics such as acceptance ratios, retention, manager satisfaction, and others.

tip five

assess the assessment
If your hires don't turn out the way you hope, it's time to look under the hood. Evaluate whether your assessment tools and methodology are effective and efficient.

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trend 12: the human cloud

79% of HR leaders say **keeping pace with rapidly evolving technology to enhance workforce productivity and performance will be a challenge**

A significant driver of change in the world of work today is the near-daily evolution of technology.

A clear example is the high adoption of the cloud, where data is no longer locked to a single place but accessible anywhere, anytime. This empowers organizations and teams to share, collaborate, grow their knowledge, and execute with speed.

Before the expansion of the cloud, most companies were structured in silos — making it difficult for them to access information on customers or even their own employees, whose data may exist across multiple systems. Although many organizations are still limited by such an infrastructure, a growing number are leveraging cloud technologies to upgrade their CRM and ERP systems. As a result of improved integration and greater visibility, employers are better able to align their workforce and, for instance, organize teams by customers or by products.

In our 2015 Talent Trends Survey, HR leaders expressed a desire to better share information through online communities and social networks. In fact, 50% say they plan to invest resources in the next 12-24 months. This is in line with their focus on engaging talent, which ranked second-highest among their priorities for managing talent this year.

Using the cloud to drive employee engagement will be a key area of focus for companies. Relatively simple initiatives such as making data more accessible through tools such as Google Drive have helped employers like Crate & Barrel, Seagate, Tory Burch, HP, and Jaguar Land Rover to enhance productivity and collaboration among their workers and customers[13].

Balazs Paroczay
Strategic Sourcing Leader
EMEA

"The cloud undoubtedly enhances the way data is stored and accessed by organizations everywhere. But the real opportunity is to engage and connect communities of workers that transcend geographic and functional borders. Employers need to look for ways to unite teams around common goals and make best use of cloud-based tools to enable them to connect and collaborate in real time or across different time zones."

[13] http://googleforwork.blogspot.nl/2014/06/unlimit-your-business-with-google-drive.html
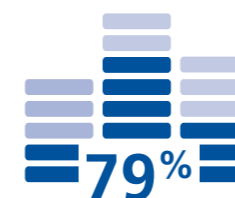
5 tips for leveraging the power of the cloud

tip one

enable collaboration
The cloud enables professionals to access data anywhere they are, removing silos and walls. Ensure your organization is technically equipped to support collaboration and new and emerging flexible modes of work.

tip two

seek business process efficiency
Cloud-based collaboration and technology have the potential to improve any business process. Have you reviewed where it can impact your business inputs and outputs?

tip three

revolutionize collaboration across time zones and functional boundaries
Collaborating in the cloud is a great way to share work with colleagues anywhere around the world. Look for opportunities to create cross-border and cross-functional teams to accelerate creativity and innovation in solving business challenges or creating new products and services.

tip four

drive employee and customer engagement
Investing in the right suite of cloud technologies transforms faceless phone conversations into co-creation in a dynamic online environment — positively impacting interaction, collaboration and engagement, while saving time and travel costs.

tip five

secure the access
Corporate data security should be a top priority in your cloud strategy. After a string of well-publicized hacks around the world, it's better to put the right measures in place to manage data security and educate your teams on company policies and practices.

randstad sourceright

trend 13: talent engagement goes mobile

As markets around the world continue to embrace mobile technology, businesses are trying to keep pace. According to IDC, this year more US consumers will access the Internet via mobile devices than through PCs.

For example, in online retail, the conversion rate for smartphone shoppers on mobile-optimized sites is 160% higher than for smartphone shoppers on non-optimized sites[14]. With this in mind, it's easy to see how optimized career portals are likely to be more successful than non-optimized sites.

Mobile technology provides jobseekers and recruiters convenient, on-the-go access to opportunities and candidates. Mobile-friendly sites often simplify the process by allowing users to select "like" buttons that instantly alert hiring managers, who can keep candidates engaged by responding to them quickly. This convenience also enhances the applicant experience and their perception of the employer brand. Studies by Jobvite show that 37% of Millennial jobseekers expect career websites to be optimized for mobile.

While a growing number of job portals are optimized for mobile devices, corporate career sites seem to be lagging behind. Companies such as GM and McDonald's have mobile-friendly sites, but that's not the case for most *Fortune* 500 companies, with fewer than 20% having this approach in place[15]. At the same time, companies are not effectively executing on their mobile strategy. A study by iMomentous shows 60% of career portals do not redirect mobile users to their mobile sites. That means they have a mobile-optimized site that isn't being used by the majority of its mobile visitors[16].

Data from CareerBuilder shows that as many as 40% of mobile users abandon the job application process when they are notified that they are about to encounter an application process not optimized for mobile devices.

Together with optimizing their career portals, employers need to drive their presence in social media; not only to get more profiles and information about potential candidates, but also to raise engagement with prospective talent and existing employees. A study by MedReps.com shows that 56% of jobseekers research companies on social networks. LinkedIn is the most popular, reaching 92% of jobseekers. Closely behind is Facebook, used by nearly 70%.

Mobile optimization also means making portals more friendly for high-bandwidth elements such as infographics and videos. More candidates are uploading video resumes, which are also becoming a more popular approach for recruiters. Companies such as Accenture are offering a dedicated service for creating infographic resumes — and with other companies likely to follow, it will be essential for mobile sites to accommodate these innovations.
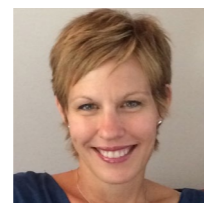
Jennifer Klimas
Senior Strategist
Employer Brand, Mobile
and Social Media
Americas

"Mobile optimization should be a priority for talent acquisition leaders everywhere. As device usage grows, candidates will expect employers to stay current with these trends. By investing in an optimized careers portal and social media approach, organizations will ensure greater engagement with prospective talent and a better perception of their employer brand."

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[14] http://www.internetretailer.com/2014/10/01/mobile-shoppers-convert-160-more-often-optimized-sites

http://www.talenthq.com/2013/09/20-mobile-recruiting-insights/

[15] http://talent.linkedin.com/blog/index.php/2014/02/mobile-recruiting-statistics-infographic

[16] http://www.tlnt.com/2014/10/28/5-things-to-get-your-mobile-recruiting-back-on-track/

in online retail, the conversion rate for smartphone shoppers on mobile-optimized sites is 160% higher

160%

5 tips for implementing best practices in mobile optimization

tip one

identify the users
Younger users are more likely to access careers portals through mobile technology. By knowing who are the mobile users of your portal, you can better design and develop relevant content.

tip two

don't forget your social presence
To complement your mobile approach, review your brand and messaging in social channels such as LinkedIn and Facebook.

tip three

simpler is better
Mobile users have less time and attention than those accessing your career portal through a desktop. When optimizing for mobile, make sure candidates can navigate and interact quickly with your site, and consider a short but effective application process to maximize conversions.

tip four

mind the bandwidth
While it's great to build a highly robust career portal offering a wide array of functionality, keep in mind mobile users operate on limited bandwidth so minimize uploads and downloads.

tip five

a living program
Because technology evolves quickly, continuously monitor and assess your efforts to drive a stand-out candidate experience.

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trend 14: taming big data

The rise of 'big data' is one of the most significant developments in recruitment in the last five years.

This ever-expanding collective of rich data presents huge opportunities and intimidating challenges for anyone hoping to leverage it. In 2015, expect even more innovative ways for organizations and employers to tame big data to impact their recruitment and HR strategy.

Today, with the advent of cloud computing, the phenomenal growth of social media, and the increasing presence of crowdsourcing, information is readily available at your fingertips. Consider the vast amount of candidate data from just one site: LinkedIn. The leading professional social network boasts a membership of nearly 350 million around the world, with high growth potential in many developing markets. Facebook, increasingly used by recruiters and candidates, reports more than 1.3 billion active users each month. The amount of personal data from just these two sites alone is a significant opportunity for any recruiter.

But even with full access, making sense of it is no small task. This is confirmed by how search engines work: they now use personal user profiles to tailor the search results they offer. The biggest challenge is to ensure that job information and related content is included in at least the first or second pages of the results seen by target candidates. The biggest opportunity is to leverage the way search engines now use social networks in order to reach top talent — who very often stay away from job boards and remain completely off the radar.

Extracting useful information out of any data set is a skilled task and only becomes more complex in the world of big data. Today, to identify a list of premium candidates for a given position, specialized sourcing experts are bringing a wide range of tools and techniques into play.

In past years, taming big data required exceptionally skilled search expertise — and the sourcing ninjas were some of the most in-demand talent in the recruitment space. Today, best practices such as Randstad Sourceright's Total Talent Sourcing Methodology (TTSM) have become more widely practiced by recruiters and sourcers around the industry. As big data continues to expand, expect new methodologies and bespoke tools to tame its unwieldy nature.

Vince Szymczak
Sourcing Specialist
EMEA

"The accessibility of big data really benefits employers and recruiters alike. With so much information now available, organizations can find the exact kind of skillsets and talent they need to grow their business. The winners will be the ones who can reign in big data to pinpoint the right talent faster than their competitors."

5 tips for putting big data to work for you

tip one

employ a methodology
To gain value from big data, you must have a plan and process to find the talent you seek. Consider the methodology that best complements your existing skillsets and technology suite.

tip two

have the right tools
A wide array of existing and new technologies is available to help unravel the mysteries of big data. Choose your weapons wisely.

tip three

look to the experts
Sourcing has readily become a specialized field in the past five years, and there is no shortage of knowledgeable experts who can help you better find that needle in a haystack. If you lack the internal expertise, consider your outsourcing options.

tip four

keep social in mind
Personalized search performed by search engines means information on social networks is widely leveraged. To impress candidates who are looking at your organization, make sure you have a strong social presence that adds to your employer brand.

tip five

operate compliantly
Always operate within the bounds of applicable regulations. Leveraging big data requires expertise but also respect for how you acquire and use the information you seek. When in doubt, err on the side of caution.

7r randstad sourceright

trend 15: rise of online talent communities

50% of employers will invest in social media and online community management in 2015

How will employers effectively engage candidates in 2015? With the growing value of talent communities in acquiring and engaging talent, we expect many organizations to more rapidly build these communities this year.

These sites engage a wide spectrum of followers — which may include recruiters, passive and active candidates, past applicants, current and former employees, and other members who help employers find the talent they're looking for.

However, a major roadblock around talent communities is the work involved. They require significant effort of recruiters and talent managers to actively network, create a channel strategy, and develop relationships and content to keep members engaged and interested in working for the employer. It can be a full-time gig just to keep these communities thriving and in some cases, companies have appointed full-time community managers to manage the whole approach.

Fortunately, a growing number of technology tools are coming to market to automate much of the work. Both standalone software and expanded functionality built into existing applicant tracking systems are becoming increasingly available. As demand rises, new players are entering the space, while established recruitment technology providers further extend their softwares' functionality to facilitate community building. Technologies such as SmashFly, Findly, Talemetry, and many other platforms are blurring the lines between traditional ATS technology and recruitment marketing software to create powerful talent management solutions.

With more tools that will track an employee's full lifecycle with an organization, employers can expect to gain a more holistic view of how they attract, hire, engage, retain, and offboard talent. With this knowledge of the entire talent lifecycle, employers will be able to more effectively source and acquire the right talent with the right fit for their organization — resulting in a highly measurable and agile talent acquisition strategy.

Chase Wilson
Vice President, Recruiting & Innovation Center of Expertise Americas

"To reach into the active and passive jobseeker market, the role of a recruiter is increasingly one that markets to talent, so building talent communities will be critical in how they help their organizations engage candidates. With many candidate marketing and management tools hitting the marketplace, the task they face in creating and managing these communities won't be as daunting as before. It will be about selecting the right technology platform to power their approach."

5 tips for leveraging online talent communities

tip one

develop content
Compelling content is what keeps a talent community thriving. When nurturing your community, develop an effective content strategy to keep members engaged and always coming back.

tip two

involve current employees
Your current employees are the best ambassadors to market your brand. Get them interested and engaged in your talent community to further spread the word throughout their networks.

tip three

be clear on who is the owner
Talent communities can be managed by an individual or by a group. Make sure your organization has a clear strategy on who will develop the community to avoid duplication of work and provide a focused approach.

tip four

leverage technology
You don't have to go it alone. Many technologies exist to automate the community, so make sure you invest in the most appropriate tool for your needs.

tip five

consistent communication
Always remember to engage members with regular communication about job openings, company developments, professional news, and other information that interests them.

trend 16: data protection scrutiny

With the rapid evolution of technology and social media, questions around data privacy are being raised.

Today, a tremendous amount of candidate information is available through public and semi-public forums, and how employers and recruiters access and retain this data is a growing concern for many regulators. Compliance with data protection laws in different countries is an especially challenging task because it's not always clear which mandates apply.

With algorithms increasingly assisting companies to dive into big data for their recruitment efforts, it's critical to understand who owns the data on social media websites and how it can be used in the hiring process. Because data leakage can occur inadvertently or through misaligned activities, companies must consider the legal ramifications and any adverse impact it may have on their employer brand.[17]

Some jurisdictions are more vigilant than others. Europe, for example, is expected to pass legislation to heighten data protection this year[18]. The regulation intends to standardize data protection law across all member states and bring the law up to date with technological and societal advances in data sharing.

Despite many employers already working with their legal departments and recruitment partners to ensure compliance, some legal questions remain unclear.

Employers will likely be more cautious in handling candidate and employee data, possibly leading to more complex and time-consuming recruitment processes. Staffing companies and RPO and MSP service providers will likely make strategic changes to their compliance processes to also help clients remain compliant in an increasingly vigilant era.

Justin Hughes
Operations Director
Shared Services
EMEA

"We've seen from a number of well-publicized cases the negative impact of failing to protect and comply with data privacy mandates. Employers must invest in robust systems and make sure their obligations to employees, customers, and business partners are clear. We are increasingly investing in dedicated compliance experts to assist clients in meeting this growing need."

[17] http://www.staffingindustry.com/row_member/Research-Publications/Publications/CWS-3.0/February-2013/February-20-2013/Who-Will-Own-Candidate-Data

[18] http://www.staffingindustry.com/row_member/Research-Publications/Publications/CWS-3.0/October-29-2014/Imminent-EU-data-protection-reforms-benefit-or-burden#sthash.AAcOniLe.dpuf

5 tips for complying with data protection mandates

tip one

locate your data
As simple as that sounds, globalization and the proliferation of the cloud actually makes locating where data is deposited a complicated task. Knowing where it resides helps to clarify which regulations must be observed.

tip two

know the laws
Even when jurisdictions are clear, the applicable regulations may still be fuzzy. What kind of data, how it is used, who has access, and other considerations will determine the mandates you must follow.

tip three

respect the owners
With so much data in the cloud, recruiters and employers may feel anything in the public domain may be fair game. However, just because a candidate's information is readily available doesn't mean he or she has agreed to its use. Always consider how candidates may view your use of their information.

tip four

ensure robust protection
Owning any kind of worker data also means assuming a fiduciary responsibility to safeguard it robustly. Make sure your organization has adequate processes and protection in place.

tip five

track access
Make sure you know who is accessing your data and why. Being vigilant will protect your company, your employees, and customers. Develop clear policies that prevent misuse and abuse of data.

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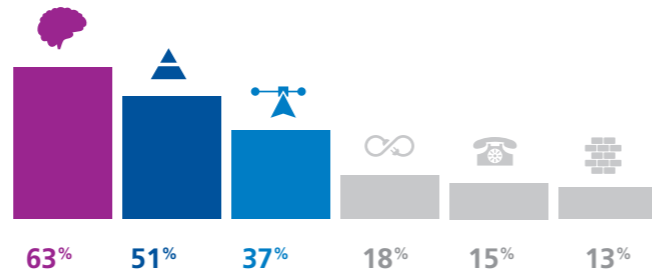
talent trends summary themes 3 & 4

the new war for talent unrelenting technology innovation

1 Do you feel the term "war for talent" still accurately reflects today's business and talent environment?

73% SAY YES

27% SAY NO

2 What does the term "war for talent" mean to you?

33% — A MINDSET emphasizing the importance of talent to business strategy and organization success

32% — THE BUSINESS CRITICAL need to engage and retain talent

30% — THE COMPETITIVE LANDSCAPE for recruiting the best and brightest talent

3 What categories of workers do you intend to hire in the next 12 months?

63% | **51%** | **37%** | **18%** | **15%** | **13%**

4 How do you rate your organization's ability to attract top talent?

12% EXCELLENT

55% GOOD

29% AVERAGE

4% POOR

5 **79%** of HR leaders say keeping pace with rapidly evolving technology to enhance workforce productivity and performance will be a challenge

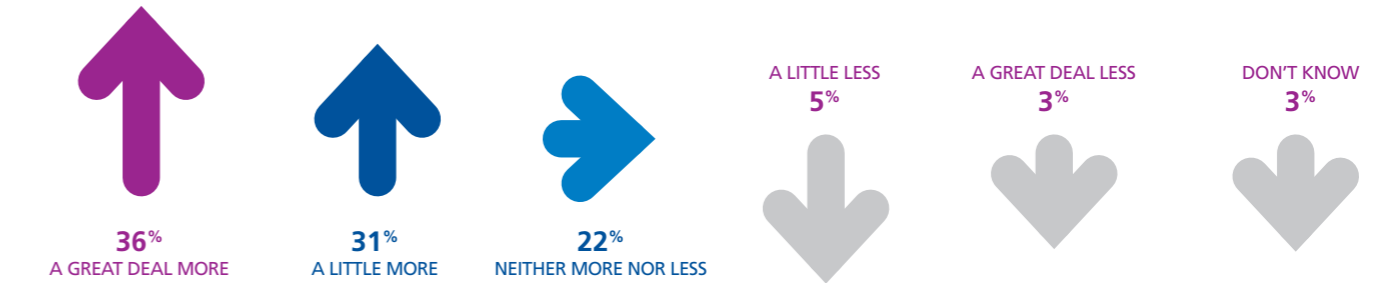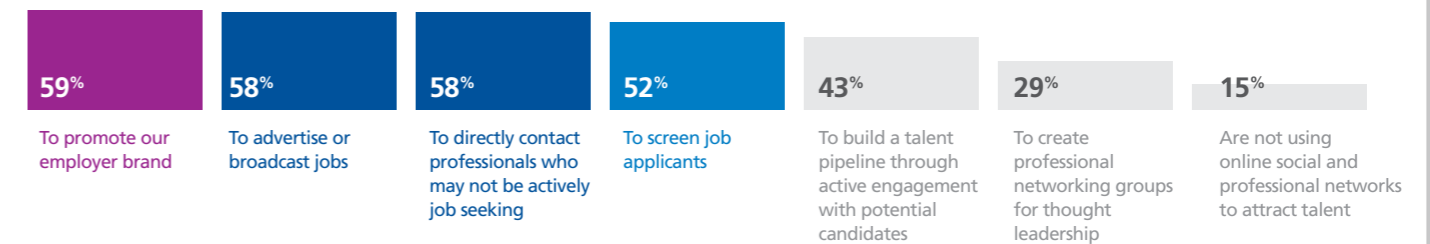**6** What are the top 3 reasons why organizations are succeeding in attracting top talent?

57% #1 Strong reputation of organization and employer brand

12% #2 Industry has strong appeal

11% #3 Competitive salary and benefits

7 In 2015…

53% of employers will invest in their careers website

will invest in social media and online community management **50%**

8 To what extent is your organization currently focused on employer branding, compared to 5 years ago?

36% A GREAT DEAL MORE

31% A LITTLE MORE

22% NEITHER MORE NOR LESS

A LITTLE LESS **5%**

A GREAT DEAL LESS **3%**

DON'T KNOW **3%**

9 What are the top 5 employer brand activities organizations will invest in over the next 12–24 months?

53% CAREERS WEBSITE

50% SOCIAL MEDIA PRESENCE & COMMUNITY MANAGEMENT

50% INTERNAL COMMUNICATION OF YOUR EMPLOYER BRAND

41% RECRUITMENT EVENTS

35% UPSKILLING RECRUITMENT TEAMS ON EMPLOYER BRANDING

10 How are you currently using online social and professional networks to attract talent?

59% To promote our employer brand

58% To advertise or broadcast jobs

58% To directly contact professionals who may not be actively job seeking

52% To screen job applicants

43% To build a talent pipeline through active engagement with potential candidates

29% To create professional networking groups for thought leadership

15% Are not using online social and professional networks to attract talent

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LEADERS
Enterprising, multi-skilled professionals who can lead organizational change, development, and innovation

KNOWLEDGE WORKERS
Skilled professionals with hard-to-duplicate expertise such as salespeople, accountants, analysts, and digital marketers

SPECIALIST TECHNICAL WORKERS
Use specialist training to perform their work such as nurses, teachers, computer programmers, and technicians

TASK WORKERS
Make use of information but do not create ideas/knowledge such as call center operators, administration assistants, and accounts clerks

SKILLED TRADE WORKERS
Workers with specific trade qualifications such as electricians, plumbers, and mechanics

PROCESS WORKERS
Require no specific skills or training, including laborers, machinists, and production line workers

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theme five
roadmap to HR transformation

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trend 17: global-oriented, business-focused HR

Globalization is the integration of an organization's operations, processes, and strategies into diverse cultures, products, services, and ideas.

Because of its emphasis on diversity, globalization also has a deep impact on the way companies manage their talent. Understanding the impact of globalization on human resources can help business leaders better equip their organizations for the increasingly global business environment.

Today, we see more and more global businesses developing global and regional HR and talent acquisition functions. At the same time, to compete successfully in diverse markets, companies should continue to recruit, train, and manage talent locally to reflect culture, labor markets, and the needs of local operations. Creating global standards, platforms, and service centers only addresses part of the challenge. High-performing companies are building an integrated global-to-local HR model, which brings agility to individual business units while at the same time accelerating global growth.

The ultimate goal is to combine this agility with scale to optimize talent management in all of a company's markets. There is clear evidence companies are prioritizing this goal: global HR and talent management is the second most urgent and important trend for large companies around the world (those with 10,000 or more employees), according to a global human capital survey by Deloitte[19].

More than half the HR leaders surveyed for our 2015 Talent Trends Report say they undertake workforce planning 12-24 months ahead, showing their desire to address the needs of the business in advance. A small percentage (6%) do so at least two years or more in advance. These numbers indicate that HR is collaborating more closely with business leaders to align the workforce plan with strategic goals — ensuring access to talent doesn't get in the way of business growth.

With many studies reporting CEOs are placing talent management at the top of the business agenda, talent leaders are increasingly compelled to take on a larger role in strategic planning — creating processes, innovations, and metrics that support objective

decision-making and demonstrate the real value of talent to the business. A competitive global business environment drives organizations to find new ways to boost competitive advantage.

HR and business leaders alike recognize that delivering world-class talent in the right roles, at the right time, and in the right modes of employment gives their organization the edge. To fulfill this mandate, HR leaders need to develop creative new ways to acquire talent, build employee skills, develop the leadership pipeline, engage employees at all levels, and retain critical workers. This is no small task, so many will look more closely towards leveraging global staffing companies to provide quick, flexible, and scalable talent solutions that bring greater value than what they can achieve themselves. They will also further leverage the human cloud, international talent mobility, crowdsourcing, and offshoring initiatives.

With companies from emerging countries expanding in developed economies and with global companies conversely expanding their presence in emerging markets, HR leaders must shift towards a global mindset and develop new insights and skills to address different market challenges and compliance requirements. Even as their organizations grow globally, they need to keep an eye on both the global environment and local markets — balancing the demands of each and devising strategies and solutions that satisfy all.
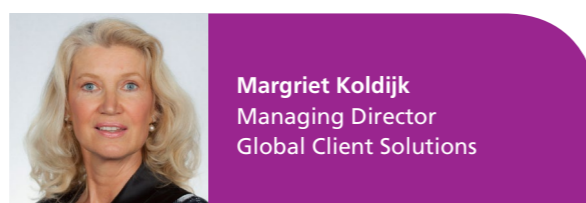
Margriet Koldijk
Managing Director
Global Client Solutions

"HR leadership understands agility and flexibility are key to success for their businesses. They are required to not only deliver talent at all levels but also provide consultative expertise that empowers business leaders to meet their growth targets. Increasingly, we see HR leaders developing these business-centric skills and becoming the strategic levers of their organizations."

[19] Deloitte Global Human Capital Trends 2014: Engaging the 21st-century

6%
of HR leaders say they undertake **workforce planning with a view of more than two years ahead**

5 tips for developing a global-oriented, business-focused HR function

tip one

really know the business
HR leaders are investing in developing greater business acumen. As a strategic driver, you need to understand the full industry, market, and business picture to effectively anticipate and support the needs of business leaders.

tip two

identify the opportunities and roadblocks
You know what is needed today, but to add greater value you need to be ahead of the trends tomorrow. Identify in advance what trends and events may impact your organization and the talent and resources needed to support your growth ambitions.
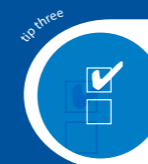
tip three

be more proactive, less reactive
Drive the talent conversation with your business leaders before they need to come to you.

tip four

map it out
How can you best dispatch talent across all of your markets around the world? To gain the best view of where critical talent resides within your organization, develop a comprehensive talent map.

tip five

consider local needs
Regional and local HR leaders will need flexible talent acquisition solutions that can be tailored to their needs, so keep this in mind when implementing enterprise-wide approaches and programs.

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trend 18: talent analytics & predictive workforce intelligence

HR and business leaders looking to improve strategic workforce planning and create talent-ready organizations will find talent and workforce analytics a powerful enabler.

Organizations large and small, private and public, can leverage vast amounts of data that can help them predict, find, engage and keep the most talented employees. Unfortunately, most don't.

A study published by KPMG last year indicated that most HR teams understand the potential value of intelligence, but they continue to only look at generic and basic operational and transactional measurements — metrics that provide little value as predictive tools or insights that can positively affect the organization's success. This was confirmed in an *Economist Intelligence Unit* survey of 418 global executives who overwhelmingly said their HR teams do not excel in providing insightful and predictive intelligence. The survey also found that only 31% of organizations plan to invest in data analytics during the next three years.

In our 2015 Talent Trends Survey of global HR leaders, 56% indicated they use talent analytics and insights to inform their workforce planning process. Of those who do, the number one reason for using analytical data was to make the workforce planning process more efficient (73%), followed closely by accurate mapping and addressing of skills gaps (69%), and the ability to clearly identify high-potential employees for development (65%). Respondents saw a number of uses for workforce data and analytics, including to improve alignment of people and company strategy, linking performance to compensation, and deeper access to external talent pools.

However, nearly half say they don't leverage workforce intelligence in their planning process, and HR leader feedback from across the world tells us current complexity of systems and technology combined with lack of resources presents a roadblock. To demonstrate its strategic value to the organization, HR needs to move beyond the present and the purely informational into the predictive and insightful. When this occurs, it will be a genuine paradigm shift by collecting, connecting, and sharing data that will influence decisions that affect the future direction and growth of the business.

According to information from Bersin by Deloitte, only 4% of nearly 500 companies surveyed are able to perform predictive analytics about their workforce, and just 14% have undertaken significant statistical analysis of their employee data. Basically, most companies report on but don't strategically use the information they have on their workforce. For those that do, according to Bersin, the payoff is substantial: stock market returns are 30% higher than the Standard & Poor's index of 500 leading companies.

Jason Roberts
Vice President, Operations Americas

"HR leaders must increasingly turn to predictive intelligence to transform the HR function. The only way for them to get a seat at the table is by helping business leaders look ahead and anticipate their resource needs long before they need it. That's the power of predictive analytics."

56% of HR leaders say **they use talent and workforce analytics** as part of their talent strategy and workforce planning process

5 tips on using talent analytics & predictive workforce intelligence

tip one

assemble the internal team
Whether its recruitment leaders, HR business partners, or hiring managers, identify the team members who can best determine what intelligence you need — and bring in a technology expert to facilitate ease of reporting and a data expert to help you turn numbers into business recommendations.

tip two

establish a baseline
You can't know where you're going without knowing where you've been. Capturing a snapshot of the current status will provide the critical baseline to benchmark performance against.

tip three

identify critical metrics
You don't want to analyze everything, so choose the data that will contribute real value to your workforce and business planning and can help you to look ahead.

tip four

share the findings
Reach out to the appropriate stakeholders who can benefit from the data you've collected. Collaborate on a plan of action in a defined period of time. Follow up on the data to ensure you've measured and interpreted the information correctly. Make adjustments if necessary.

tip five

upskill the HR team
As big data becomes the prevalent resource and tool, HR professionals need to develop skills and comfort with data, statistics, and analytics.

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trend 19: HR is the new marketing

In the next 12–24 months, 26% of talent leaders plan to invest in their global employer value proposition and 35% plan to upskill their in-house recruitment teams on employer branding

Today's high-impact HR functions are no longer the guardians of purely administrative tasks. HR leaders are rapidly adopting measurement strategies to enable efficiency, effectiveness and business alignment — providing the insight and support to shape a high-performance business and people strategy.

Larry Ellison, chairman of software giant Oracle, said last year at Oracle HCM World that in modern companies HR has assumed an "expanded responsibility for team building and enabling teamwork." To CEOs, he added, this is the most important function.

Key to teamwork is finding the right diversity of people and ideas that complement each other. So to do that, HR needs to get into the minds of candidates. And today's candidates are thinking and acting more and more like consumers. For HR leaders, they must manage a complex "product" comprising culture, environment, and reward elements in a highly competitive business setting. To guide the strategic development of the employer value proposition, HR has to embrace the same sort of tools used for decades by marketing.

They can no longer be passive in their attraction strategy. Look around today and you'll see recruiters and HR leaders actively marketing their employer brands to the talent pool. Employing sophisticated recruitment tools and channels such as social networking, talent communities, and peer outreach, talent acquisition leaders continue to find innovative ways to attract and engage the talent they need. They are making the investment to connect their corporate brand to their employer brand — and in many instances collaborating with corporate marketing to further build their brands.

In 2015, expect HR to further expand their expertise as brand marketers. Our survey of HR leaders showed that in the next 12-24 months, 26% plan to invest in their global employer value proposition and core messages to the talent market, and 35% plan to upskill their in-house recruitment teams on employer branding. Two-thirds also said that they are more focused on employer branding than five years ago.

Such a shift simply indicates HR's realization that in a heated talent environment, they need more than just competitive compensation packages to win the best talent. They must clearly demonstrate the value they stand for to attract the best talent in the right segments to drive their businesses forward.

Louisa Wilson
Global Marketing Director

"Winning the right talent today requires much the same effort that marketers use to acquire, engage, and nurture customers. You must attract, engage, and demonstrate value to prospective employees — and take a segmented approach. Different people have different needs and preferences, meaning you need to adapt your communication and channel strategy to seek out the right people and engage and retain them in your organization."

5 tips on adopting a marketing approach to attracting talent

tip one

have a cohesive plan
Just as a great marketer has a good strategy and plan, today's talent acquisition leader also needs a structured and measurable approach.

tip two

develop the message
Go to market with a clear message and well-defined employee value proposition. If candidates aren't sure what you stand for and what you offer, they're less likely to engage with you.

tip three

identify the right channels
Once you have a clear message, it's time to consider how to get it in front of your target audiences. Is it social media, direct digital outreach, talent communities, or other avenues? Know which channels best resonate with each segment of your target audience.

tip four

content is king
Marketing today is driven by content. It engages, it nurtures, and it promotes. Make sure your content reflects your value proposition and is relevant and timely for the audience.

tip five

measure and revise
If a certain channel or message doesn't work, try another. Continuously assess how and where you are marketing your employer brand to have the desired business impact on attraction, engagement, and retention.

trend 20: the changing skills of the future HR team

HR transformation. Getting a seat at the table. Making a strategic difference. Call it what you will, but for HR to drive the change they desire, it's time to invest in new skills and sharpen existing ones. And it's a necessity as business leaders have come to demand more from HR leaders.

Some in the field have talked about splitting the HR function in two — those who tend to administrative matters and those who contribute in strategic ways. Whether this will happen remains to be seen, but for today's leaders who hope to preserve HR in its current form, they must deliver innovation that will have an impactful business result.

So what are the skills needed? Building cohesive teams is high on the priority list of the C-suite, especially because there is a great disconnect between Baby Boomers and Millennials. Also, as companies continue to globalize, team-building is critical to maintaining a unified global footprint powered by many teams sharing and collaborating on common goals and values. How effectively HR can facilitate this task will determine how business leaders view its competency.

Leveraging data and analytics is also at the top of the lists for HR leaders. They must be able to tame big data to gain actionable insights into their organization, plan their workforce for the long term, and make an impact on the bottom line. When business leaders come for answers about the future of the company, mastery of data enables HR to provide deep and meaningful solutions.

Governance is always near the top of the priority list of CEOs, so they need HR to manage the compliance of the workforce in all geographies. In an age when companies are constantly under the microscope, the need to operate according to regulatory and internal mandate is more urgent than ever. Whether it's new regulations that must be observed, creating a flexible workforce utilizing both permanent and flexible labor, or staffing a business in a new foreign market, the many challenges HR faces all come with operational and legal complexity. This requires HR leaders to adapt and learn a new set of skills for ensuring the most robust governance model.

Finally, with technology changing so rapidly and with the workforce embracing ever innovative ways of utilizing new technology to communicate, collaborate and execute, HR leaders must become a master of the online domain. For example, recruiters increasingly turn to social networks and mobile technology to engage candidates, but how will emerging apps change this dynamic? Is HR able to look ahead and invest in the technologies that will not only make it easier to find and win talent, but also enhance their employer brand in the eyes of the users? The ability to decipher how technology will affect the role of talent acquisition and management is more important than ever.

Karolina Radziszewska
HR Director
EMEA

"Today is an exciting and challenging time for HR leaders. We must develop a new set of skills to empower our organizations, but it's also a time when we can truly demonstrate our competency and strategic value to the C-suite."

5 tips for developing the new skills in your HR team

tip one

seek C-suite input
How business leaders steer the organization will often provide the roadmap for where new skills and resources are needed. Foster a regular dialogue to help create real business value through talent.

tip two

identify the gaps
Are you able to clearly define answers and solutions when business leaders come to you with opportunities or challenges? This will help you assess the talent needed on your team to build a roadmap for skills acquisition, evolution, and development.

tip three

build big picture mindset
While keeping technical skills fresh and knowing internal needs are important, don't forget the external perspective. Having a grasp on where your industry and market are headed will further complement your ability to anticipate and respond to the needs of business leaders.

tip four

understand workforce habits
Invest in understanding how the workforce communicates and executes so you can develop foresight into future needs. Whether it's technology or training, plan ahead for the resources to upskill your team.

tip five

don't get complacent
HR must stay current with best practices in HR and talent acquisition or risk losing out to competitors. Monitor performance and invest in professional development and training for your HR specialists and recruiters — just as you do for everyone else in the organization.

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theme six
the evolution
of new strategic
talent solutions

randstad sourceright

trend 21:
value-added RPO

As economic activity gains pace in most markets and the complexity around talent acquisition grows, HR leaders are under more pressure than ever to help business leaders win the best talent.

In some companies, rebuilding an internal recruitment function after a long period of resource rationalization is difficult — and in most cases, not justifiable. Recruiters are now some of the hottest professionals in demand and, as a result, many organizations see outsourced solutions such as recruitment process outsourcing (RPO) as the answer to sustainable talent supply — with strategic business partners who have the capability to continuously invest in recruitment talent and innovation.

Based on the latest data from Staffing Industry Analysts, the global RPO market grew 16% with significant regional variations. The firm found that 42% of the European and 34% of the North American buyers they surveyed currently have RPO programs in place, and a further 33% and 28% respectively are likely to seriously explore it in the next two years. Service providers are building capabilities and delivery footprint in emerging regions such as India, Philippines, and Eastern Europe.

One of the reasons for the strong interest is that organizations are taking a hard look at how well their existing processes can address talent challenges today — and most importantly, for the future. The RPO approach helps companies by:

- standardizing processes and practices across geographies;
- driving integration and visibility across the enterprise;
- providing greater flexibility in hiring volumes;
- gaining better economies of scale;
- delivering access to better talent sourcing mechanisms.

Our 2015 Talent Trends Survey revealed nearly half (42%) of all HR leaders believe talent scarcity will increase the need to completely outsource talent sourcing and attraction. This is further evidence that many companies believe they don't have adequate internal resources to find and hire the talent they need.

There is also an increasing focus on value-added services through outsourcing partners. Various reports on the drivers of RPO buyers by firms such as SIA and Everest Group show that customers are looking to their service providers to deliver benefits beyond cost savings, process efficiency, flexibility, and scalability. These are only the table stakes for engaging in RPO today.

Today's HR leaders want RPO providers to help empower their analytics, employer branding, talent communities, and assessment processes. Looking ahead, they will look to involve these strategic partners in workforce planning in more than a cursory way — using joint predictive intelligence to guide strategic choices and tactical talent decisions. Although most employers aren't completely sure of how they will involve service providers in all of these domains, they want to be assured that when the time comes, their outsourced provider and program are capable of fulfilling their goals. Read more on value-added RPO.

Bob Lopes
President, Recruitment Process Outsourcing (RPO) Americas

"RPO buyers today have become much more sophisticated in the services and support they seek. As a service provider, we are increasingly asked to deliver value-added benefits that help to drive strategic business outcomes. By demonstrating our ability to support their need for employer branding, analytics, talent engagement, and so on, we're helping to evolve the role of RPO to a much higher, strategic level."

42%
of all HR leaders believe talent scarcity **will increase the need to completely outsource talent sourcing and attraction**

5 tips for gaining greater value from RPO

tip one
think outside the box
If you don't have an RPO in place, is it time to consider the strategic benefits it can deliver? If you do, you may have clearly defined the role an RPO plays in your talent acquisition strategy, but are there ways to expand the relationship to solve challenges you face and create a greater business impact?

tip two
consult with your provider
Today's RPO leaders have developed solutions that are much more sophisticated than those available just a few years ago. Often, customers aren't even aware of all the services and expertise they have to offer. Regularly consult with your provider to learn about their full suite.

tip three
it's not about cost but value
RPO buyers in the past outsourced strictly for cost savings. Today the focus is on value creation. A low-cost bidder may offer the cheapest program, but can they provide employer branding expertise, predictive workforce intelligence, or technology integration? Look for solutions that deliver the best value — ultimately cost savings will follow.

tip four
expand the reach
One of the easiest ways to gain additional value is to expand an existing RPO program to new businesses and geographies. Consider how your organization can benefit from such a move.

tip five
learn from peers
HR leaders often share their RPO success stories with peers. Make sure you follow industry publications and groups to learn about innovations that will drive even greater value in your program.

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trend 22: the changing shape of MSP

The global MSP (managed services program) market continues to see strong growth. Total spend under management reported by MSPs grew 19% (both in the US and on a global basis) according to estimates released by Staffing Industry Analysts in September 2014.

The market's evolution and increasing sophistication are now underscoring differentiation among providers. It also indicates how solutions are maturing and delivering greater value than ever before in response to customer needs.

Besides the traditional MSP drivers such as cost reduction, greater spend and workforce visibility, and compliance management, new drivers focused on optimizing the blend of permanent and contingent workers and access to quality talent are emerging. This is driving change in MSP solutions models such as the types of labor under management, delivery models, service provider landscape, pricing models, and geographic scope.

One driver is the rise of "independent workers" throughout all markets. Online staffing engagement models such as Elance-oDesk, OnForce, and WorkMarket increasingly offer a technology for direct engagement of these workers. At the same time, employers in some markets are still hesitant to make permanent hires, so they continue to rely on contingent labor. Companies also want to look for ways to better manage their spend for statement of work (SOW), which until recently was administered outside of MSP programs.

This rise of workforce and worker flexibility is leading to expansion of MSP solutions. With more workers now classified as flexible (contingent, contractor, statement of work), MSP providers are being asked to deliver greater value in addition to cost savings. For instance,

one area being discussed is having MSP providers play a greater role in the selection and management of SOW talent. With this greater visibility, the MSP provider can identify potential opportunities to use professional contractors rather than consultancies to provide services — significantly impacting hourly rates.

Another way in which MSP buyers seek greater value is ensuring program compliance in all of their markets. With greater use of flexible labor comes greater risk. Worker misclassification cases are on the rise, and regulators are stepping up their efforts to catch offenders. Many practitioners are turning to their service providers to manage this rising complexity and alleviate potential problems.
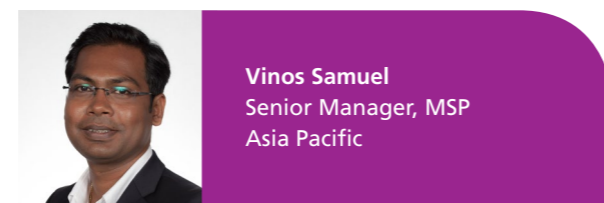
Vinos Samuel
Senior Manager, MSP
Asia Pacific

"We see the relationship between MSP buyers and service providers growing more closely as customers require more sophisticated solutions, access to higher quality talent, and the external expertise to navigate rising complexity. This is a positive development in the industry because it will accelerate the development and maturity of the market and drive greater value for employers and workers alike."

5 tips for gaining strategic value from an MSP program

tip one

a holistic approach
How can your MSP program best support your holistic talent strategy and workforce plan? Identify future program goals and gaps, and examine your overall strategy to steer the MSP program in the right direction.

tip two

create a partnership
Most MSP programs begin as customer-vendor relationships, but as they develop, the relationship evolves into a strategic business partnership focused on achieving joint goals and results. Continuously assess your approach to make sure you and the MSP service provider grow in the same direction and share common goals.

tip three

take a deep dive
Many solutions providers are enhancing their ability to deliver deep, insightful analytic data about a client's contingent workforce. Look for ways your program can provide the same meaningful information to drive workforce planning.

tip four

supply chain best practices
Although supply chain management is part of the basic deliverables in a program, buyers can gain even greater efficiencies by working with their provider to conduct a thorough analysis of suppliers — from temporary staffing agencies to SOW providers.

tip five

scope expansion
By leveraging a successful program across all of its markets, a buyer can maximize cost savings, program visibility, and governance. Consider whether you can expand an existing solution to other areas of your business or new geographies to realize a greater impact.

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trend 23: the integrated talent solution

– = +

Everest Group reports a fully integrated talent solution **could lead to an additional 20–30% savings** on top of the average 10% achieved

Companies are increasingly looking for a single partner for all their talent acquisition activities: workforce planning, supply chain management, employer branding, sourcing, talent assessment and identification, hiring processes, reporting, analytics, and onboarding.

The result is a consistent, high-touch program customized to business vision and goals, company culture, industry, and geographical footprint. The benefits of an integrated talent solution include holistic management, consistent processes, access to best talent, cost efficiencies, governance enhancement, and access to best practices and innovation.

A blended workforce solution is one step toward a fully integrated talent solution. By engaging one service provider who can manage both an RPO and an MSP program, employers simplify their approach — ensuring accountability and consistency, and achieving greater costs savings from economies of scale.

An integrated talent solution goes further to help organizations effectively map talent, achieve the optimal ratio of permanent and flexible labor, and gain total visibility and control of talent acquisition across the enterprise. According to Aberdeen Group, the average company today employs 74% permanent employees and 26% flexible labor. Understanding the right balance becomes ever more critical in the fluctuating economic environment and to better access critical talent under different modes of employment.

Integrated talent solutions allow additional savings over what can be normally achieved through siloed RPOs and MSPs by enabling greater process and supplier efficiencies. This solution also gives companies an on-demand, 360° view of talent acquisition, processes, suppliers, metrics, talent analytics, and spend — and therefore ultimately impacts talent quality and overall enterprise productivity and performance. Operating under a single governance framework also means consistency of process and greater compliance across locations and geographies.

Many companies agree an integrated talent solution would deliver a great advantage to their business. However, the promise remains aspirational in many organizations because the devil is in the details. How do you bring together the disparate reporting structures of HR and procurement, the goals of each, and their separate relationships to hiring managers? How do you marry the disparate technologies and systems used to track the processes? How do you carve out time to put procurement and HR in the same room, repeatedly, to hash out a collaborative process? How do you encourage the creativity of all parties involved when corporate policies and procedures are in place to maintain the status quo?

For many organizations, RPO and MSP programs naturally mature into a blended workforce solution because the gains they achieve in permanent or contingent labor should naturally be extended to the other side. In 2015, expect more practitioners to explore such a holistic strategy. But to really succeed in this space and drive a leading position, a holistic total talent approach needs to be adopted. It's a mistake for companies to simply engage the same RPO and MSP provider to address contingent and permanent talent needs without the commitment of internal stakeholders to integrate program goals, reporting, technology, processes, and governance. Without this, the benefits will be limited. With it, the benefits are endless. As Everest Group reports, a fully integrated talent solution could lead to an additional 20-30% savings on top of the average 10% achieved by standalone RPOs and MSPs.
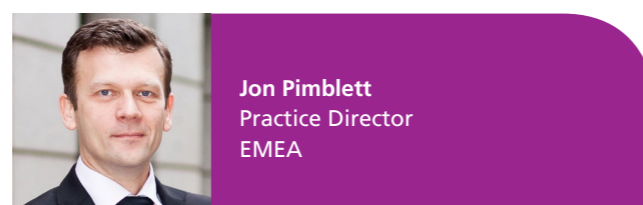
Jon Pimblett
Practice Director
EMEA

"Over the years, we've seen a number of relationships grow from being standalone RPO or MSP programs into blended solutions — and now toward fully integrated talent solutions. This indicates the success of the partnership and the desire of employers to simplify and optimize their talent acquisition strategy and efforts in a holistic way."

5 tips for assessing the benefits of an integrated talent solution

tip one

the visibility factor
Does visibility of your programs enhance your ability to manage your overall talent strategy and talent acquisition efforts? If the answer is no, ask whether a single business partner can help improve your view.

tip two

price of administration
Do your HR and Procurement leaders spend an inordinate amount of time tending to RPO and MSP programs from separate vendors? Examine whether a single provider may reduce the administrative overhead.

tip three

synergistic benefit
A single program for managing both contingent workers and permanent hires will achieve greater synergy than standalone programs. Identify whether additional gains are possible through a holistic talent acquisition approach.

tip four

economies of scale
There is cost, and most importantly, value benefits to building an integrated talent solution with a single provider. Explore how merging programs can produce greater value and savings for your organization.

tip five

enhanced governance
A single provider may provide a stronger, better managed governance model that enables consistency of quality and process across locations and geographies.

ᑎ randstad sourceright

trend 24: talent analytics technology

According to a survey by software vendor SHL, more than three-quarters (77%) of HR professionals are unable to determine how their enterprises' workforce potential is affecting the bottom line, while fewer than half (44%) use objective data regarding talent performance to guide business decisions.

While 2013 and 2014 saw a plethora of companies enter and expand in this space (including Oracle, Headlines, eQuest, Visier among others), more are expected to introduce talent analytics platforms in 2015.

The Corporate Executive Board estimates that major corporations spend an average of $3 million every year on leadership and development programs for high-performance employees, but 55% of these workers will turn over in a five-year period, resulting in wasted dollars and an insufficient leadership bench. The inability to establish a strong, diverse leadership pipeline impairs bottom-line performance because organizations with weak leadership generate roughly half the revenue and profit growth as those with strong leadership.

Companies increasingly set and strive to achieve goals for recruitment costs, bad hires, turnaround times, and

rates. However, they need tools to make this possible. Analytics platforms will allow an easier way to define and plan for such metrics. Currently there are gaps in market offerings because of the subjective nature of defining quality hires. However, 2015 should bring about offerings that better define objective metrics and benchmarks around talent acquisition. HR leaders can expect to have more options in how they attract, assess, engage, and retain talent.
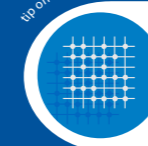
Justin Jose
Market Intelligence Manager
Global Client Solutions

"As tools and methodologies grow increasingly sophisticated, HR will have better resources to examine their effectiveness in delivering high-performance talent. With this knowledge, they can fully optimize their talent strategy — with the data to guide short-term decisions and the predictive intelligence to define long-term strategic choices."

64% of HR leaders use talent and workforce analytics
to better align people and company strategy
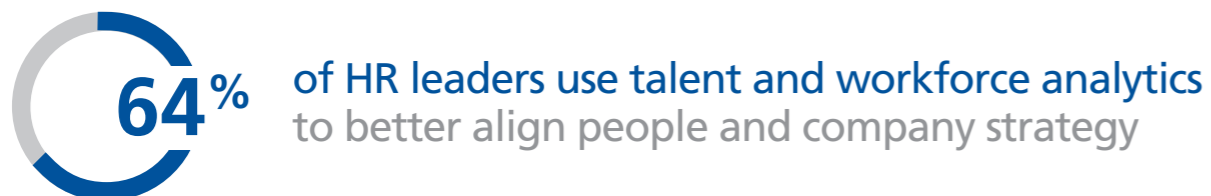
5 tips to leverage talent analytics technology

tip one

map it out
A robust talent map will indicate where your gaps are and how your organization may be affected by them.

tip two

set aside investments
It's important to allocate resources to invest in technology, tools, and skills you will need today and in the future. A better workforce is your justification for the spend.

tip three

a plan of action
Having analytics is only part of the equation; what to do with the information is just as important. Know how to use the data to address your workforce challenges and predict better business recommendations and outcomes.

tip four

spot performers early on
Identify high-performing individuals early on in their career so you can nurture and promote their growth.

tip five

share the knowledge
While HR will be responsible for generating this data, it shouldn't be the only ones benefiting from the insight. By sharing with business leaders, you can gain their attention and commitment to take appropriate action.

trend 25: the total talent architecture approach

Throughout 2014, most economies around the world started to gain significant pace, so 2015 will see companies face fiercer competition for the best talent to drive organizational strategy, workforce productivity, and business performance.

The most agile, talent-centric strategy must factor in market trends, changing workforce demographics, and economic growth targets.

Understanding such dynamic changes and how to adjust to them is crucial to an organization's business and, therefore, talent strategy. For employers to drive better business outcomes, they must build talent in a cohesive way that addresses strategic goals through the optimal balance of permanent, contingent and freelance labor. Only through clearly defining business strategy and goals, instilling a highly cohesive culture, intelligently leveraging internal and market data, and committing to change can an organization achieve the strategy we call Total Talent Architecture.

Traditional talent acquisition is typically executed in silos, involving many stakeholders concerned only with filling their particular talent needs at a certain moment. Hiring managers may utilize insourced, outsourced, or a mix of services to acquire talent. As a result, process overhead is unavoidable, and a lack of transparency and internal communication can lead to cost, quality, and compliance issues.

The Total Talent Architecture approach encompasses much more than a set of services. It starts by examining market and industry trends and their impact on the company. This is reviewed against the organization's current and future business goals, and their workforce plan and targets, to build a talent strategy aligned to growth and profitability ambitions.

The resulting talent strategy may comprise of various and flexible talent supply models based on business needs, geography, and workforce demographics. And companies may adopt this approach in one country, across multiple geographies, or even globally.

Total Talent Architecture is about driving better business output by taking a long-term outlook and vision, and through applying more efficient HR and talent acquisition processes. Benchmark comparisons are critical to assessing the benefits and expected outcomes. Talent attraction and engagement will increasingly depend on holistic HR knowledge and leading talent management expertise, enabling companies to become best-in-class in their industry. It will help organizations truly achieve HR transformation in a talent-centric way.

HR leaders tell us that this is exactly the kind of knowledge they seek. In our 2015 Talent Trends Survey, content around HR transformation was the second-most requested type of information (58%), just behind insight on how talent analytics can impact HR planning (59%). Without question, the Total Talent Architecture approach can play a tremendous part in fulfilling their desire.

Angela Acke
Managing Director
Total Talent Architecture
Program

"As companies adopt the Total Talent Architecture mindset, one of the key benefits will be rising quality of talent. Because companies take a holistic view on how their talent strategy aligns to business goals and impact, there is a clearer view of where talent best fits within an organization and what talent is needed to drive future success."

58%

of leaders want more advice, research, and information **around HR transformation and the new model for HR**

5 tips for embracing a Total Talent Architecture mindset

tip one

look at the big picture
Short-term workforce planning only delivers to today's business needs. Understand the trends, challenges, and future outlook to assess the impact on company growth potential and talent strategy.

tip two

get out of the silos
The old way of thinking is to consider talent as permanent hires, contingent workers, and contractors. Total Talent Architecture encourages you to think about overall value and how talent in the right modes of employment can best drive the organization forward.

tip three

connect the dots
Your ultimate goal is to develop the strongest workforce possible. Look at your talent throughout the enterprise rather than by work arrangement.

tip four

collaborative approach
Whether it's consulting with an outsourced service provider, leadership throughout the organizations, or hiring managers, develop a collaborative mindset for mutually beneficial outcomes.

tip five

demonstrate the benefit
To gain C-level buy-in for a holistic talent approach, work with a service provider to document how this strategy can generate savings and enhance quality.

talent trends summary themes 5 & 6

roadmap to HR transformation the evolution of new strategic talent solutions

1 What proportion of total strategic planning time does your organization's leadership team devote to future workforce planning on an annual basis?

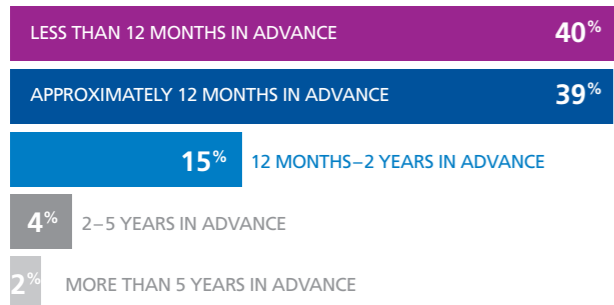**51%** say approximately 10–20% of their time is spent on future workforce planning

26% say less than 10%
13% say about 30–40%
4% don't know
3% say about 50%
3% say more than 50%

2 How far ahead do you typically plan your workforce?

LESS THAN 12 MONTHS IN ADVANCE	**40%**
APPROXIMATELY 12 MONTHS IN ADVANCE	**39%**
15% 12 MONTHS–2 YEARS IN ADVANCE	
4% 2–5 YEARS IN ADVANCE	
2% MORE THAN 5 YEARS IN ADVANCE	

3 Do you hire middle and senior management from the external marketplace more often than you did five years ago?

62% SAY YES
38% SAY NO

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4 Does your organization use talent and workforce analytics as part of its talent strategy and workforce planning process?

56% SAY YES
44% SAY NO

5 What will shape the future of work in the next 5 to 10 years?

79% KEEPING PACE WITH RAPIDLY EVOLVING TECHNOLOGY to enhance workforce productivity and performance will be a challenge

74% THE ABILITY TO ANALYZE INTERNAL AND EXTERNAL EMPLOYEE DATA (talent analytics) will play a critical role in sourcing and retaining talent

69% TO MAINTAIN A COMPETITIVE WORKFORCE OF THE FUTURE, the percentage mix of contingent workers will be higher than today

42% TALENT SCARCITY will increase the need to completely outsource talent sourcing and attraction
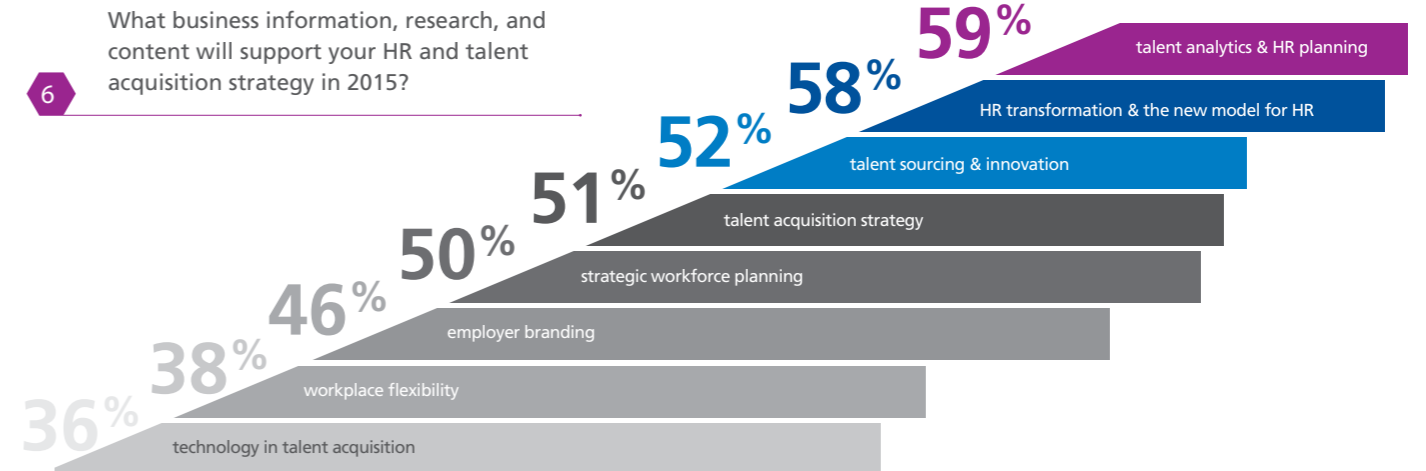
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6 What business information, research, and content will support your HR and talent acquisition strategy in 2015?

- **59%** talent analytics & HR planning
- **58%** HR transformation & the new model for HR
- **52%** talent sourcing & innovation
- **51%** talent acquisition strategy
- **50%** strategic workforce planning
- **46%** employer branding
- **38%** workplace flexibility
- **36%** technology in talent acquisition

5 During workforce planning, which of the following employee populations do you consider when reviewing your talent acquisition strategy?

47% THE TOTAL WORKFORCE of permanent (traditional) employees, contractors, temporary staff, and statement of work (SOW) consultants

27% PERMANENT & CONTINGENT Permanent (traditional) employees, contractors, and temporary staff

26% PERMANENT ONLY Permanent (traditional) employees only

6 How does talent analytics data inform your talent strategy?

73% MORE EFFICIENT WORKFORCE PLANNING

69% ACCURATE MAPPING & ADDRESSING OF SKILLS GAPS

65% ABILITY TO CLEARLY IDENTIFY HIGH-POTENTIAL EMPLOYEES FOR DEVELOPMENT

64% BETTER ALIGNMENT OF PEOPLE AND COMPANY STRATEGY

56% INCREASED VISIBILITY OF TALENT RETENTION

55% REMUNERATION AND BENEFITS MORE CLOSELY LINKED TO EMPLOYEE PERFORMANCE

35% DEEPER ACCESS TO THE EXTERNAL TALENT POOL

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about the Randstad Sourceright 2015 Talent Trends Report

The Randstad Sourceright 2015 Talent Trends Report stems from the opinions and feedback of 350 global HR and talent acquisition leaders representing more than 40 countries worldwide. The online survey was undertaken from October 24 to November 28, 2014. Provided below is insight into the survey respondents and the countries, industries, and companies they represent.

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.

Helping companies position for growth, execute strategy, and improve business agility, our capability encompasses all facets of strategic talent outsourcing across the permanent, contingent, and freelance workforce. Supporting client programs in more than 70 countries, our service portfolio spans recruitment process outsourcing (RPO), managed services programs (MSP), blended workforce/integrated talent solutions, and payrolling and independent contractor management.

We also provide integrated talent advisory services, including workforce planning, talent mapping and market intelligence, strategic sourcing, employer branding, talent engagement and community management, diversity consulting, assessment, predictive workforce intelligence, and analytics.

Randstad Sourceright is an operating company of Randstad Holding NV, a world-leading, full service HR company providing services from temporary staffing and specialized recruitment to sophisticated RPO and workforce management solutions across the broadest range of industry sectors. From over 4,500 offices worldwide, Randstad employs over 560,000 people every day with the aim of 'Shaping the world of work'.

Visit: www.randstadsourceright.com

1. In what capacity are you currently responsible for recruitment or HR management in your organization?
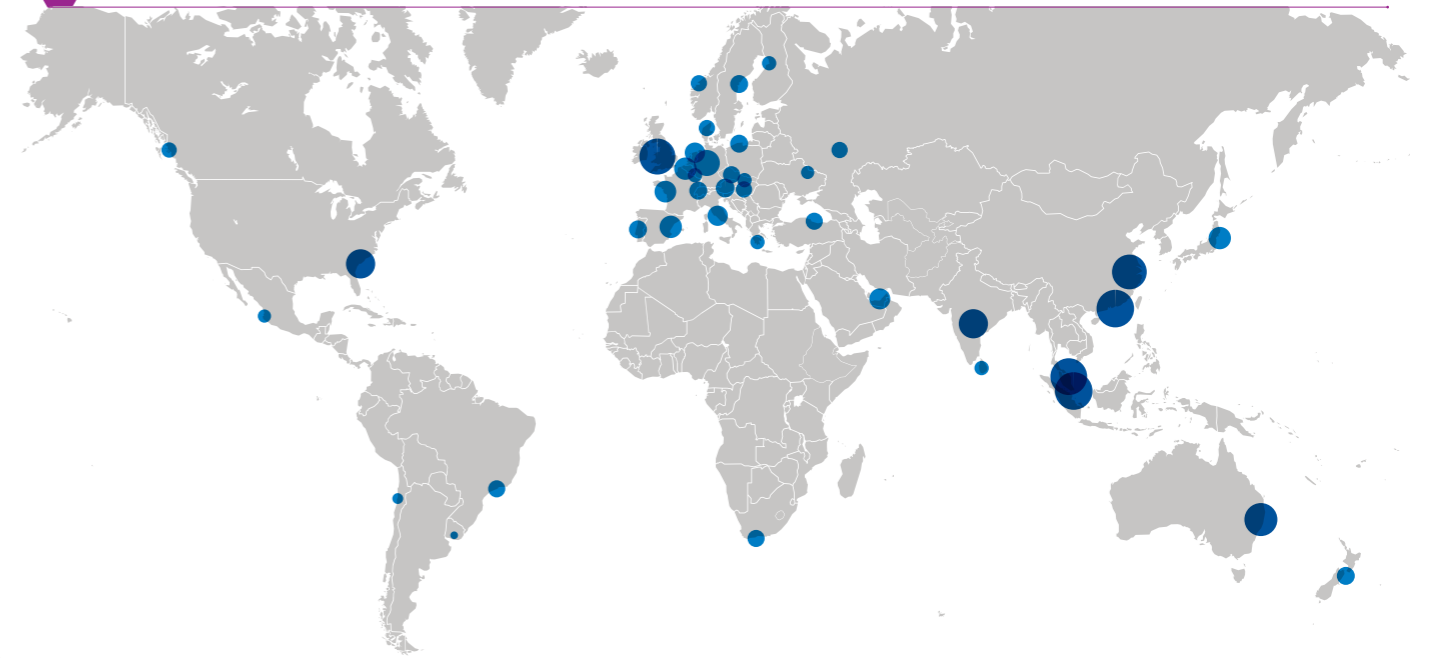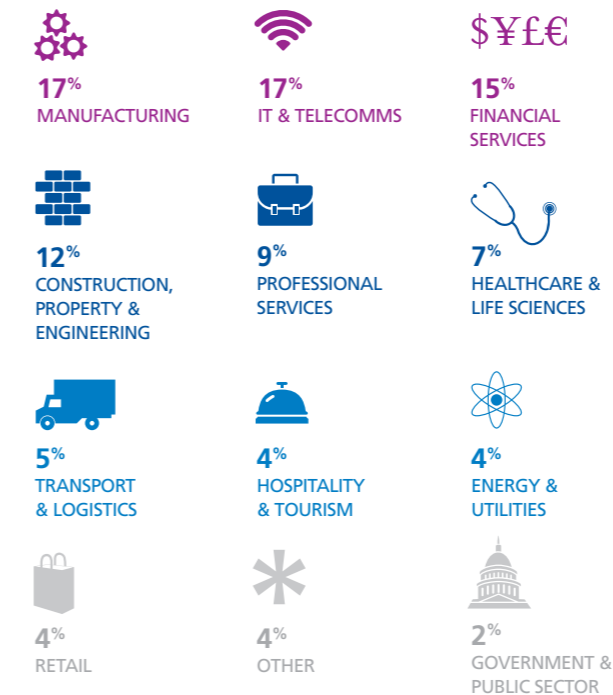
- **45%** HEAD OF HR
- **24%** HR MANAGER/HR PROFESSIONAL
- **14%** HEAD OF TALENT ACQUISITION
- **9%** DEPARTMENT DIRECTOR/LINE MANAGER
- **6%** OTHER
- **2%** CEO/MANAGING DIRECTOR

2. Respondents by gender

- **44%** FEMALE
- **56%** MALE

3. The geographic markets respondents represent

4. Industry sector representation of respondents

- **17%** MANUFACTURING
- **17%** IT & TELECOMMS
- **15%** FINANCIAL SERVICES
- **12%** CONSTRUCTION, PROPERTY & ENGINEERING
- **9%** PROFESSIONAL SERVICES
- **7%** HEALTHCARE & LIFE SCIENCES
- **5%** TRANSPORT & LOGISTICS
- **4%** HOSPITALITY & TOURISM
- **4%** ENERGY & UTILITIES
- **4%** RETAIL
- **4%** OTHER
- **2%** GOVERNMENT & PUBLIC SECTOR

5. Respondents by generation

- **1%** GENERATION Z: born since 2000
- **22%** GENERATION Y: born 1980–2000
- **56%** GENERATION X: born 1965–1979
- **20%** BABY BOOMERS: born 1946–1964
- **1%** THE TRADITIONALISTS: born prior to 1946
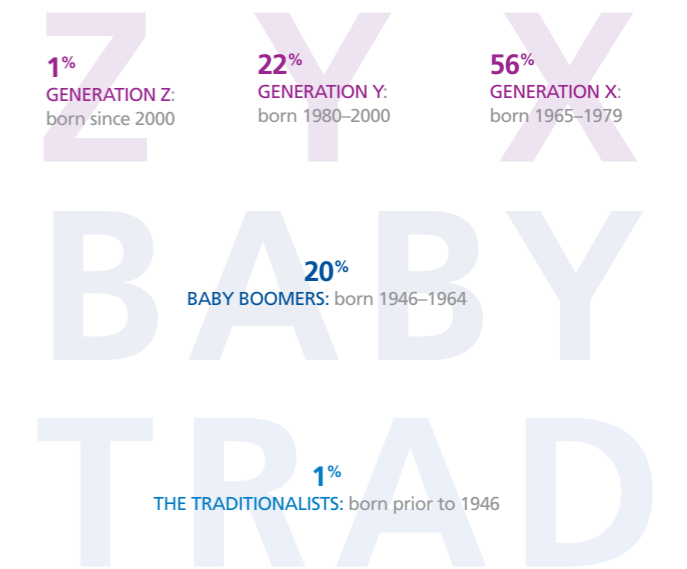
6. Organization size by employees

- **20%** < 500 EMPLOYEES
- **18%** 501–1000
- **33%** 1001–5000
- **12%** 5001–10,000
- **17%** 10,001+